



# The Business Case:

A study of private  
sector engagement  
in humanitarian action

November 2017



OCHA

Photo: Logan Abassi/UN

# Acknowledgments

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*Disclaimer: The contents of this study do not necessarily represent the views of the United Nations or its Office for the Coordination of Humanitarian Affairs (OCHA).*

For any questions or queries regarding this study please write to [pss@un.org](mailto:pss@un.org).



**vantage** partners

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# Executive Summary

The private sector is a fundamental component of local communities affected by **humanitarian crises**, and it has long been engaged in humanitarian **emergency preparedness, response and recovery**. Private sector actors are present before humanitarian crises occur and as crises unfold, and they are among the first part of society to respond. Private sector actors, whether small or large, operating directly in humanitarian contexts or indirectly through supply chains, can leverage their own expertise, resources, channels and influence to address humanitarian needs and make positive contributions to long-term sustainable peace and development. They can do so independently by working directly with people affected by humanitarian crises, as well as by collaborating with humanitarian organizations at the local, regional and international levels.

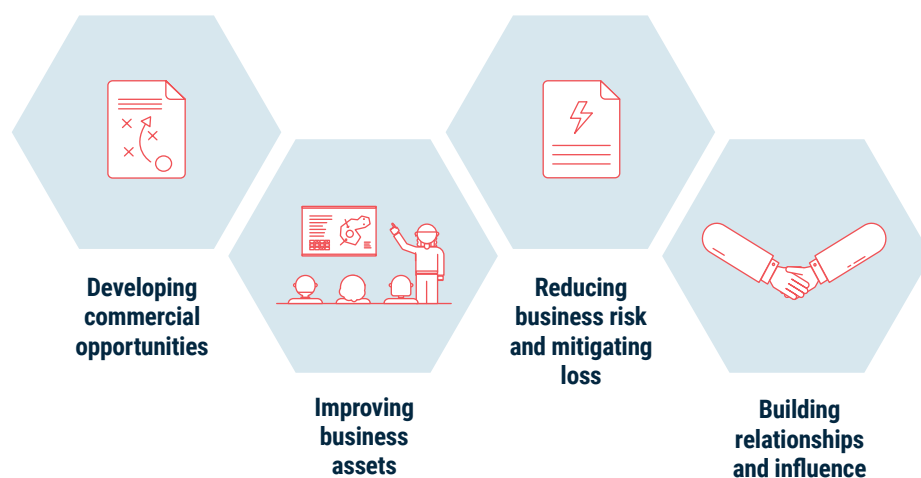
Much has been written on how humanitarian organizations see private sector engagement, on the value of private sector engagement to humanitarian action, and on the need for companies to comply with international humanitarian principles and human rights standards. However, little has been said on how private sector actors perceive their own engagement in humanitarian action.

This study was motivated by an increasing public recognition that while Governments have the primary responsibility for humanitarian assistance and planning, the changing humanitarian landscape and needs can no longer be addressed effectively by humanitarian actors alone. The study is aimed at three key audiences: private sector actors, the humanitarian community and Governments.

This study focuses on the **perspectives of private sector actors** regarding their engagement in humanitarian action, collated from a review of existing published material, 51 interviews, and a survey of 36 representatives of businesses and business foundations. Through these perceptions, this study attempts to promote a better understanding of **private sector humanitarian engagement**, and to encourage principled, timely and effective humanitarian action through collaboration. The results were collated and used to identify four key rationales/motivations identified by the private sector, recognizing that any specific engagement may simultaneously incorporate one or more rationales.

Figure 01

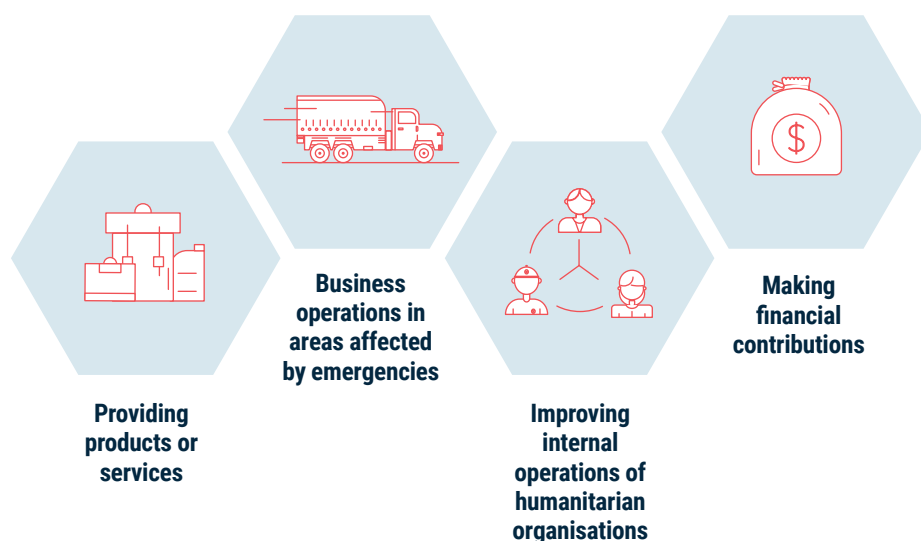
## Rationales for engagement





**The rationale for engagement may also determine the model of engagement.** The survey and interview results suggested four general models that are not necessarily mutually exclusive.

Figure 02  
**Models of engagement**

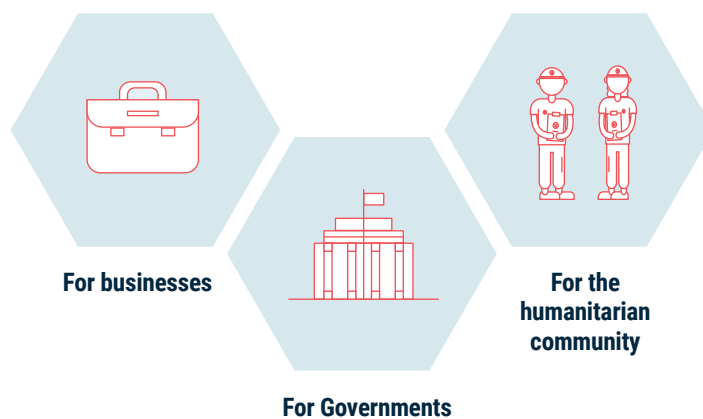


In addition to grouping the responses into different rationales and models, the paper captures the diverse and individual voices of different company representatives, providing vivid examples of what motivates their companies, employees, shareholders and customers to engage in humanitarian action.

The study notes that companies take partnerships with humanitarian organizations seriously, and that 70 per cent of respondents said that the expected value or return on investment was very important in deciding whether to pursue a partnership. However only 37 per cent said that they formally measure the value of the engagement. Many noted the importance of goals in partnerships and the need to avoid a loss in value. Others noted that projects are expected to provide a credibly attributable return on investment within defined time frames.

The study provides **recommendations** from private sector actors for other **businesses, Governments** and **humanitarian organizations**. The recommendations are intended to improve engagement strategies for businesses, and to identify opportunities for Governments and the humanitarian community to further their goals in shaping partnerships and other informal methods of engagement.

Figure 03

**Recommendations**

The study stresses that in order to achieve positive and effective humanitarian impact, adherence to humanitarian principles and human rights standards should be as important for businesses as it is for humanitarian and other actors. More tools to support private sector engagement in humanitarian engagement are also needed.

The study concludes by noting that additional work is required for a fully comprehensive and more rigorous study on the motivations for businesses to engage in humanitarian action in a variety of different geopolitical contexts. More research is also required that comprehensively includes small- and medium-sized enterprises (SMEs), in order to understand the return on investment and opportunities for companies to play a positive role in raising public awareness on issues that may be relevant to humanitarian action.

## CHAPTER 1

# Introduction

The private sector has long been engaged in humanitarian emergency preparedness response and recovery as a fundamental component of local communities affected by humanitarian crises. Private sector actors are present before humanitarian crises occur and as crises unfold, and they are among the first part of society to respond. Businesses, whether small or large, with interests in affected or non-affected areas can leverage their own expertise, resources, channels and influence to address humanitarian needs and make positive contributions to longer-term sustainable peace and development. Companies, corporate foundations, business networks and other private sector platforms have been working directly and independently with people affected by humanitarian crises, and with humanitarian organizations at the local and international levels, both on operational and systemic humanitarian challenges.



The study is intended for those seeking to involve their company more successfully in humanitarian action and for those seeking sustainable public private sector partnerships. The scope of this study was limited to humanitarian emergency preparedness and response, while recognizing that private sector actors also play an active role in other parts of the humanitarian programming cycle, namely disaster risk reduction and recovery. It may also be useful in helping humanitarian and development actors to better understand the motivations and potential financial and non-financial contributions of private sector actors. The study was conducted in collaboration with private sector partners in order to encourage a greater understanding of private sector humanitarian action.

## **“The study is intended for those seeking to involve their company more successfully in humanitarian action and for those seeking sustainable public private sector partnerships.”**

The study was also motivated by an increasing public recognition that the changing humanitarian landscape and needs can no longer be addressed effectively by humanitarian actors alone. In order to encourage cooperation with private sector actors, the United Nations Secretary-General issued *Guidelines on a Principle-based Approach to the Cooperation between the United Nations and the Business Sector*.<sup>1</sup> Together with globally endorsed humanitarian principles, such guidelines are essential for effective private sector humanitarian action.

The Agenda for Humanity and the Sustainable Development Goals also recognize the value of private sector action in helping address global challenges, while several United Nations General Assembly resolutions have highlighted the importance of working in partnership with businesses to achieve UN Global Goals.<sup>2</sup> Governments and international organizations also appreciate the rationale for principled private sector action that is coherent with coordinated humanitarian emergency preparedness and response activities. OCHA's mandate to coordinate timely, effective and principled humanitarian response through partnerships with national and international actors puts it in a unique position to collaborate with the private sector.<sup>3</sup>

There are several articles and papers outlining how humanitarian organizations see private sector engagement, many of them referred to in the literature review at the end of this study. There is also an existing body of work that focuses on the value of private sector engagement to humanitarian action, while encouraging companies to comply with international humanitarian principles and human rights standards.<sup>4</sup> The growing appreciation of private sector engagement is generally accompanied by an assumption that it is in the interests of businesses to contribute. These interests seem to go beyond the workplace (employees), the marketplace (customers) and the communities within which they operate. Investing in and supporting communities may also benefit businesses in the medium and long term (e.g., an educated workforce that matches skills and labour market needs). Such aspects of the business case are therefore seen as helping to advance the 2030 Agenda for Sustainable Development: sustainable economies create resilient businesses and societies.

However, little has been written on the perception of those who work in the private sector. There is also little understanding of the return on investment for businesses. By highlighting these perceptions, this study attempts to promote understanding of private sector humanitarian engagement, and to encourage principled, timely and effective humanitarian action through collaboration. Why do they feel it is important to engage in humanitarian action? Do they believe there is a business case for responding to humanitarian crises? Is their motivation to create commercial opportunities, to protect or improve the business, or to build long-term relationships? Or is it simply a moral or ethical responsibility to do good?



## **“This study attempts to promote understanding of private sector humanitarian engagement, and to encourage principled, timely and effective humanitarian action through collaboration.”**

Once these questions have been answered, it makes sense to determine how private sector workers can best get involved and what needs to be done to make that involvement as effective as possible.

This study notes the discrepancies between the views of humanitarian organizations and companies regarding commercial opportunities, but it predominantly conveys the views of the private sector. A greater understanding of the business case rationale for engagement can help motivate others to collaborate effectively, to demonstrate good practices, to learn from lessons, and to develop tools and processes that help achieve more principled, timely and effective humanitarian response suited to that rationale.

Attempts to help, whether by humanitarian organizations or the private sector, can have a significant impact, both negative and positive. Humanitarian principles are therefore necessary for effective humanitarian impact and are an essential aspect of engagement in humanitarian action. Whatever the motivations, all those contributing to humanitarian action can only be effective if they strive to “do no harm” or to minimize inadvertent harm by being present or providing assistance. To minimize possible harm, humanitarian assistance should be provided in ways that support recovery and sustainable long-term development. Companies are also recognizing the value of such principles to humanitarian action and to their business, and several industries have embraced the principles in humanitarian charters. The World Economic Forum and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) devised a set of principles in 2007 tailored for businesses.<sup>5</sup>

These principles focus on the development of partnerships between humanitarian actors and companies, namely (i) the leveraging of core competencies, (ii) standards and codes of conduct, (iii) ensuring that collaborative efforts are needs driven, (iv) building local capacity, (v) reporting, monitoring and evaluation, (vi) relationships with Government, and (vii) the distinction between humanitarian and commercial activities.<sup>6</sup> These principles were the product of broad consultations with the humanitarian community and the private sector<sup>7</sup>, and they form the basis of humanitarian principle guides and charters that are specific to different contexts and industries.<sup>8</sup>

The traditional understanding of private sector engagement in humanitarian emergency preparedness and response is evolving. It is increasingly being recognized that action by companies is no longer driven exclusively by corporate social responsibility (CSR). CSR is still an important motivation, but private sector humanitarian action now involves more than cash or in-kind contributions to humanitarian organizations. Companies are increasingly investing to enhance their business assets, their own resilience and the resilience of communities that may be affected by humanitarian crises.

## “Humanitarian principles are necessary for effective humanitarian impact and are an essential aspect of engagement in humanitarian action”

CSR is the voice of corporate philanthropy, but it should be seen as a subset of private sector giving rather than its entirety. It should be noted that CSR departments, similar to corporate foundations, often report to external relations or corporate affairs departments where typically more substantive strategic decision-making will be made. Brand-building relationships may be driven through marketing departments, while board-level sponsorship, especially at CEO level, is a natural and logical source of deeper corporate giving. Research illustrating the limitations of CSR has shown that **Fortune 500 companies collectively spent \$15.2 billion in CSR annually<sup>9</sup>**, of which 16 to 20 per cent was made in cash contributions. CSR is often only one avenue for cash-giving, especially among multinational corporations, and much strategic decision-making is made and actioned at a higher corporate level.

Although limited, some analysis of the business case for private sector engagement in humanitarian emergency preparedness and response already exists. It appears that the private sector has strong commercial, organizational and ethical motivations for preventing and responding to humanitarian crises.

This report draws on the perceptions of people within the private sector to create an understanding of their business case for involvement, and to motivate further research, analysis and support for principled humanitarian action by the private sector in collaboration with local communities, Governments and humanitarian organizations. It therefore synthesizes existing literature and draws on consultations through interviews and a survey of businesses<sup>10</sup> to fill gaps in understanding and make recommendations for improving engagement. The companies were identified from their recent engagement in humanitarian action and their participation in humanitarian-related events. The study includes responses from people working in CSR, corporate sustainability and sales departments at a variety of seniority levels. The geography, size and associated industry of the companies consulted are shown in Figure 04.

### The Business Case Project

This study is part of a project led by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), supported by Philanthropy Advisors and Vantage Partners, to explore the business case for private sector engagement in humanitarian emergency preparedness and response. The purpose of the project is to encourage and support greater collaboration on principled, timely and effective emergency preparedness and response between humanitarian organizations, governments and the private sector by:



**Identifying business rationales for private sector engagement**



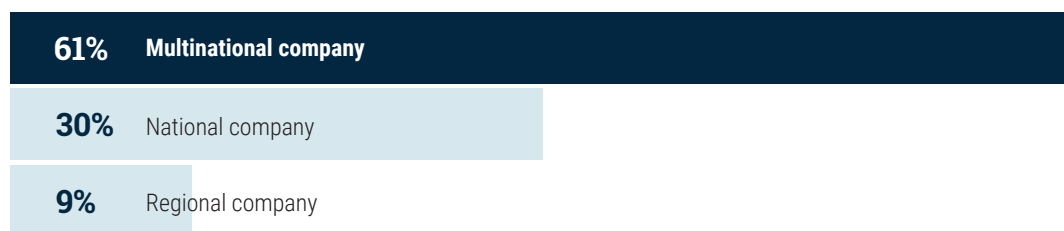
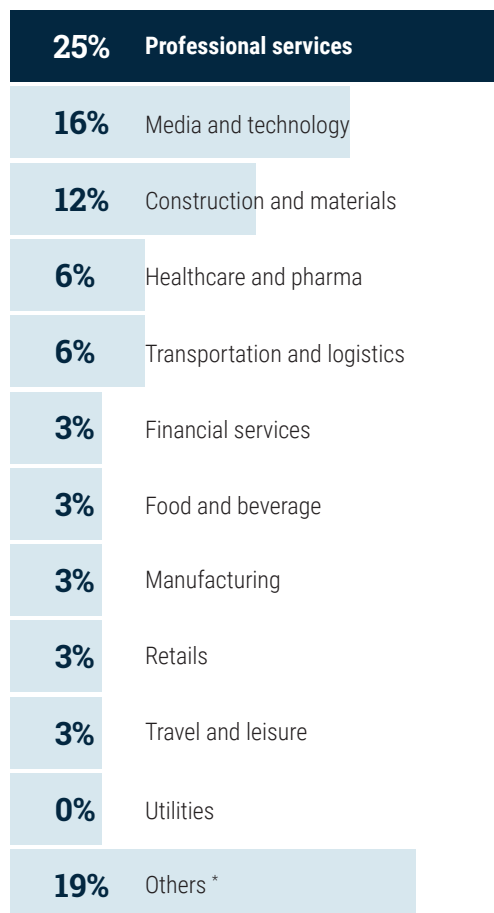
**Encouraging the creation of tools for companies to effectively prepare and respond to humanitarian crises**

in coherence with their rationales, humanitarian principles and coordinated international humanitarian response efforts.



**Increasing understanding of those rationales by other humanitarian actors**

Figure 04

**Demographics of contributing companies****Geographic footprint****Number of employees****Business sector**

\* Includes: Housing, Accommodation, Lottery, Mining, Philanthropy and Sustainability

## CHAPTER 2

# The Rationale, Models and Measuring Value

A sustainable and resilient economy is dependent on the welfare of individuals and their families, most of whom work in some way within the private sector, which is, in turn, a fundamental component of local communities. However, humanitarian interventions can also create immediate business opportunities and other long-term benefits in addition to the positive social impacts. Hence, there are several business rationales for private sector engagement in humanitarian action.



Photo: Pixabay



## The rationale for private sector engagement

The main motivations of companies to provide support during humanitarian crises, whether sudden-onset disasters or protracted crises, were primarily expressed as being based on a sense of moral and ethical responsibility. Whether or not they work in companies, people tend to show empathy with others affected by humanitarian crises. This often results in some form of CSR activity. Linda Freiner, Group Head of Corporate Responsibility for Zurich Insurance Group, says that CSR is “first and foremost, the opportunity to help the most vulnerable communities to become more resilient.”

For some companies, the primary motivation for engaging in humanitarian action is a core mission to provide access to the company’s resources and expertise, not returning a benefit to the business.<sup>11</sup> One such example is Accenture, through its non-profit arm Accenture Development Partnerships. Raj Kumar, President and Editor-In-Chief of Devex, says: “Devex, being a social enterprise, works to make humanitarian relief work better as a part of its mission.”<sup>12</sup>

**“The main motivations of companies to provide support during humanitarian crises, whether sudden-onset disasters or protracted crises, were primarily expressed as being based on a sense of moral and ethical responsibility”**

This study is concerned with increasing understanding of engagement where there is a benefit to businesses other than purely immediate financial returns, where economic, ethical and philanthropic responsibilities overlap. A summary of the rationales is set out in Table 1. These were drawn from existing literature and the more recent interviews and surveys conducted for this study. They reflect rationales for which respondents indicated moderate to high value in all categories<sup>13</sup> (as shown on the next page, Figure 05).

Figure 05  
Rationales for  
engagement



#### Developing commercial opportunities

- Accessing, understanding and/or testing new markets
- Developing and testing new products and/or product innovations
- Direct commercial benefits



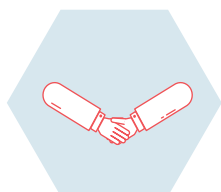
#### Improving business assets

- Enhancing reputation, legitimacy and brand
- Staffing engagement, talent utilization and retention
- Improving staff skills and competencies



#### Reducing business risk and mitigating loss

- Protecting the consumer base and preventing market interruption
- Developing and testing internal processes and emergency procedures
- Protecting employees and their families
- Learning information to inform long term strategic planning



#### Building relationships and influence

- Influencing government and/or regulator decisions and/or actions
- Building relationships with governments, civil society, other businesses and international organizations

## Models of business engagement in humanitarian action

**“The private sector can be a key player in humanitarian action in partnership with Governments and international organizations, as they share a common responsibility to invest in local institutions to prepare for and respond to disasters.” – António Guterres, United Nations Secretary-General, Davos, 2017**

Businesses have the potential to add immense value through the contribution of expertise and resources, and even more so through collaboration with humanitarian organizations and Governments within a coordinated response architecture. Without collaboration, engagement may be ineffective and potentially do more harm than good, especially when humanitarian principles are not considered or respected. The interviewees and survey respondents for this study also gave their perspectives on the value of collaboration.

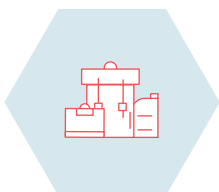
Businesses may engage in humanitarian action in many ways: through traditional philanthropy (i.e. with financial or in-kind donations), on a purely commercial basis (i.e., as contractors that provide fee-based services to humanitarian organizations), or by leveraging the core competencies of the business, combining philanthropic and commercial rationales. Businesses can also help advocate awareness-raising and promoting action through their channels and within their spheres of influence, such as with customers, employees, local economy, media, and client and Government networks.<sup>14</sup> They may do this in collaboration with humanitarian organizations, Governments or vulnerable and affected communities.<sup>15</sup> Interestingly, businesses that were interviewed did not identify their positive contributions to awareness-raising within their spheres of influence (customers, employees, civil society, media, Governments, etc) as was observed during the Ebola crisis in 2015. However, a risk also exists that private sector action, no matter what the rationale, may have a negative rather than positive impact on the humanitarian environment.

Various actors have developed humanitarian principles and standards of conduct for humanitarian workers over the past several years, based largely on international humanitarian law, but also as mechanisms that increase effectiveness and the positive impact of humanitarian action. Demonstrating their respect for humanitarian principles in all their activities, including partnerships, is crucial for humanitarian organizations. The Red Cross Movement and many of the major humanitarian NGOs have adopted a 10-point Code of Conduct and the “do no harm” principle, developed by Mary Anderson.<sup>16</sup> The Sphere Humanitarian Charter includes a set of principles that constitute an operational framework for accountability for the Steering Committee on Humanitarian Response, InterAction, VOICE, ICRC and ICVA. UN agencies are committed to the core humanitarian principles of humanity, neutrality and impartiality that are outlined in the United Nations General Assembly resolution that established the present humanitarian coordination system.<sup>17</sup>

In order to achieve a positive and effective humanitarian impact, adherence to humanitarian principles and human rights standards should be as important for businesses as it is for humanitarian and other actors.

Among the multitude of ways in which the private sector can contribute to humanitarian action, interviewees identified four overarching models of engagement.

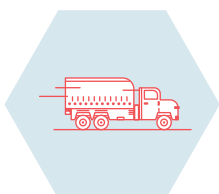
Figure 06  
**Models of  
engagement**



#### **Businesses with products or services relevant to humanitarian response...**

may provide support to people directly affected by a humanitarian crisis, or to the humanitarian organizations and Governments responding to the immediate needs of those people. The full potential of private sector engagement is best achieved through long-term partnerships and pre-positioned agreements, which allow humanitarian action to be predictable, organized, prompt and delivered within a principled humanitarian framework.

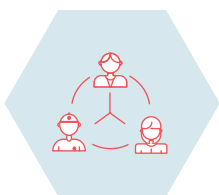
*"This exciting new partnership is one that shows UPS's innovation at its best. Its application for a good cause is something that has enormous potential for other parts of UPS's global network."* JF Condamine – UPS Regional President



#### **Businesses operating in areas affected by humanitarian crises...**

have an interest in quickly restarting an economy, ensuring vital goods and services are available to affected communities and strengthening community resilience. They also have an interest in advocating to maintain services in order to avoid interruption to their operations, such as keeping borders open and transport networks functioning. They may implement systems to safeguard their employees. Local businesses are usually involved in the response to a humanitarian crisis when the area in which the business operates is affected. However, businesses operating in areas that are frequently affected by humanitarian crises can actively support the broader community, as well as local and national systems and infrastructure. They can do so by getting involved in emergency preparedness to help strengthen collaboration and coordination, and to prepare to respond, both internally (to have their operations up and running) and in support of collective action, should a humanitarian crisis occur.

*"Telma has been witnessing the power of social engagement in terms of risk reduction and mitigation: Natural disasters threaten the stability of the telecommunication infrastructure, as well as the safety of Telma's employees and stakeholders."* Isabelle Salabert – Executive Director Telma Foundation



#### **Businesses that help improve the internal operations of humanitarian organizations or the humanitarian system as a whole...**

may include, for example, consulting firms, technology or supply chain companies, and other businesses that provide technology and expertise to humanitarian organizations. This group may also include businesses that support advocacy and raising awareness of humanitarian issues.

*"The Partnerships between Hewlett Packard Enterprise and some of the most reputable International Organizations combine philanthropic and commercial elements: Hewlett Packard provides a pro bono investment to develop a tailored product for International Organizations needs."* Jerome Million – UN, World Bank & IMF Account Global Director





### Businesses, their staff and/or customers may make financial contributions...

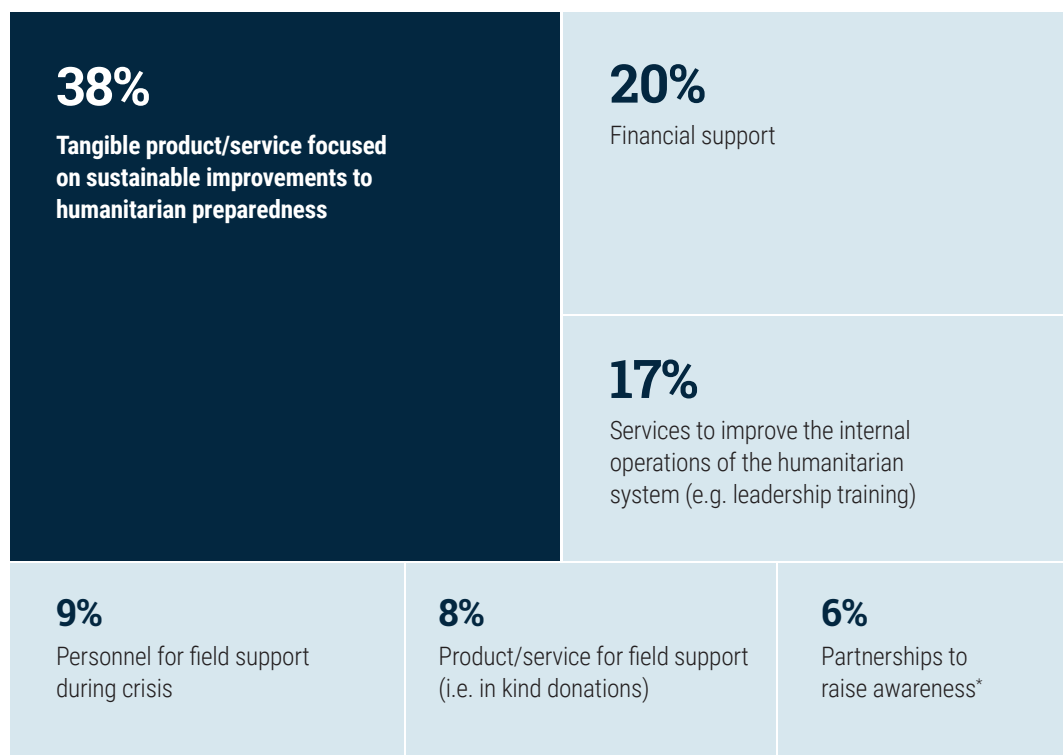
in response to crisis appeals or to humanitarian organizations. This helps humanitarian organizations to respond quickly and be more flexible in addressing less popular humanitarian needs and lower-profile crises.<sup>18</sup>

*Children are particularly vulnerable after an emergency and need specialized support to recover fully. The UBS Optimus Foundation's Emergency Rapid Response Fund enables clients and staff to support swift, focused, and effective initial relief efforts and ensure vital long-term support for children. Our activities in this field also help deepen our relationships and engagement with clients around issues of mutual importance." Sergio P. Ermotti - UBS Group CEO and Chairman of the UBS Optimus Foundation Board of Directors.*

These four models are not mutually exclusive. The most successful partnership may simultaneously include all four types of engagement. However, categorizing engagement into models helps demonstrate that there are rationales for engagement, and that different tools may need to be adapted and adjusted to support engagement.

Figure 07  
Contributions  
through  
partnerships

### Current contributions of surveyed organisations to humanitarian response through partnerships.<sup>19</sup>



\* Partnerships to raise regional or global awareness of humanitarian initiatives and/or issues of interest to the humanitarian community

## Measuring the value of partnerships to businesses

According to the project survey, companies take partnerships with humanitarian organizations seriously as a method of engagement. Seventy per cent<sup>20</sup> of respondents noted that the expected value, or return on investment, is either very important or important in deciding whether to pursue a partnership. Eighty-six per cent of respondents indicated that it is either very important or important for their organization to measure the value of the partnership,<sup>21</sup> and 83 per cent said that their organization would deprioritize and terminate the partnership should it fail to deliver a certain value. Yet while interview respondents observed that working with humanitarian organizations is considered valuable, 50 per cent of respondents found this difficult to measure. Only 37 per cent of respondents said that their organization formally measures the value associated with engagement.

Figure 08  
Most valued  
aspects of  
partnerships

**Losses or failure to deliver results in which of the following categories of value would most likely lead to deprioritization or termination of a partnership?**

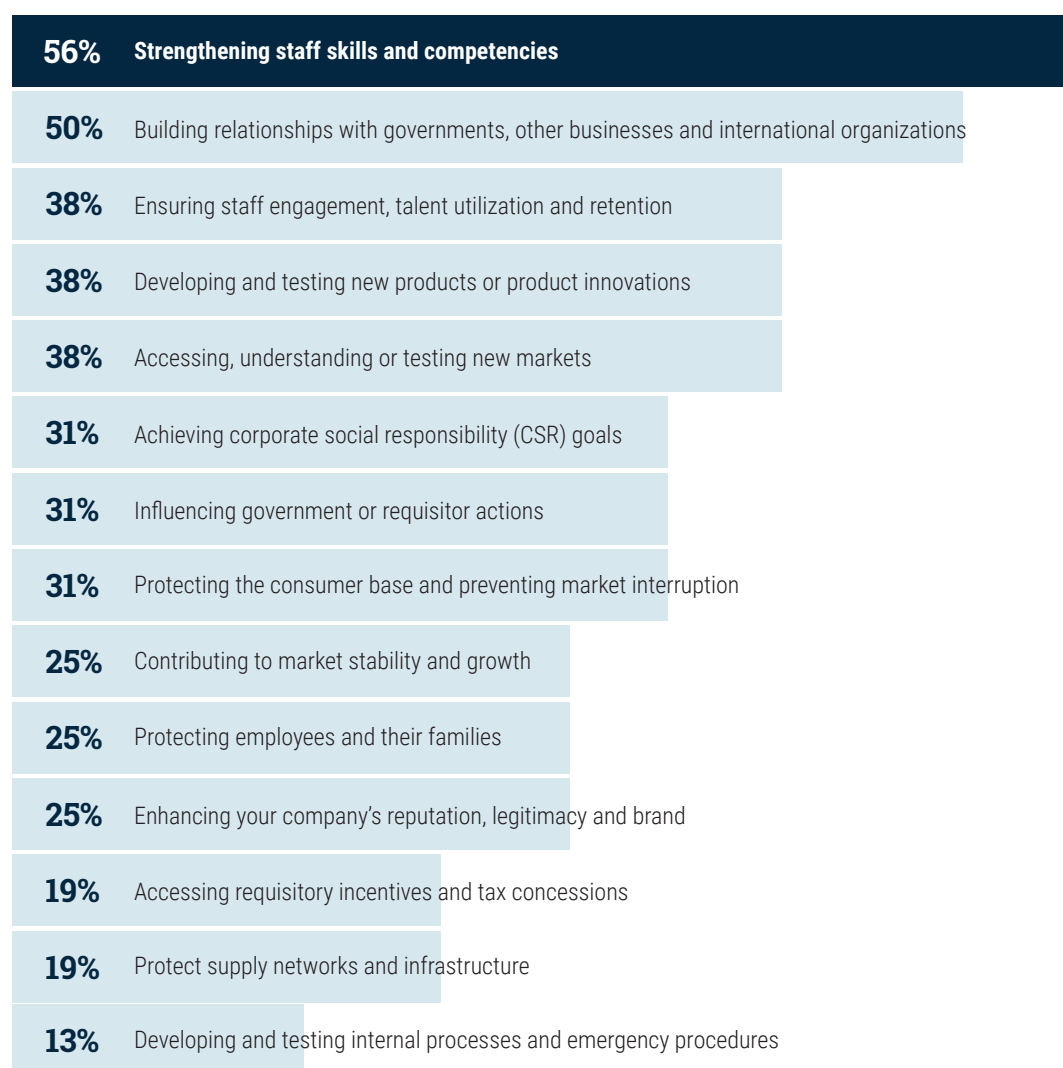


Figure 09  
The value  
and difficulty  
of measuring  
partnerships

Overall, please characterize the results achieved by your own organization through your partnership(s) with human organizations.

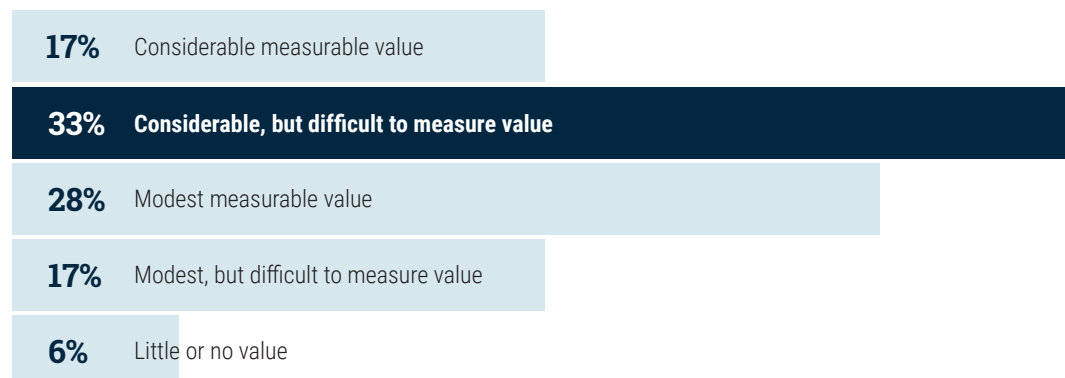


Figure 10

#### Degree of difficulty in measuring the value of partnerships

	VERY DIFFICULT	DIFFICULT	SOMEWHAT DIFFICULT	EASY	VERY EASY
Contributing to market stability and growth	26%	34%	40%	0%	0%
Accessing, understanding or testing new markets	26%	26%	32%	16%	0%
Influencing Government or requisitor actions	22%	34%	26%	18%	0%
Protecting employees and their families	22%	6%	50%	22%	0%
Ensuring staff engagement, talent utilization and retention	12%	26%	56%	6%	0%
Protecting the consumer base and preventing market interruption	18%	24%	50%	0%	8%
Enhancing your company's reputation, legitimacy and brand	6%	60%	22%	6%	6%
Protect supply networks and infrastructure	8%	60%	24%	0%	8%
Building relationships with Governments, other businesses and international organizations	6%	34%	54%	0%	6%
Strengthening staff skills and competencies	6%	34%	30%	30%	0%
Accessing regulatory incentives and tax concessions	8%	20%	36%	36%	0%
Developing and testing new products or product innovations	6%	20%	68%	6%	0%
Achieving corporate social responsibility (CSR) goals	0%	30%	38%	32%	0%
Developing and testing internal processes and emergency procedures	0%	36%	46%	18%	0%

MORE COMMON LESS COMMON

Figure 11  
Expected value  
of pursuing and  
measuring a  
humanitarian  
partnership

How important is expected value or Return on Investment (ROI) in deciding whether to pursue a humanitarian partnership?

How important is it to your organization to measure the value (e.g. ROI of your partnership)?

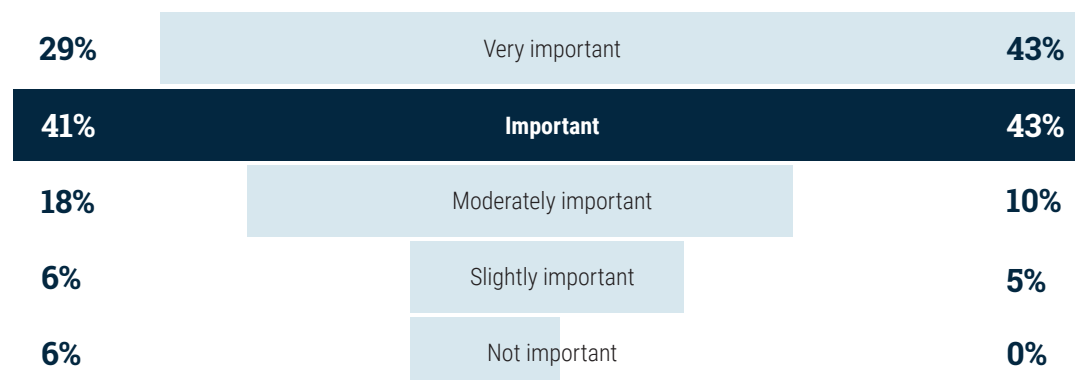
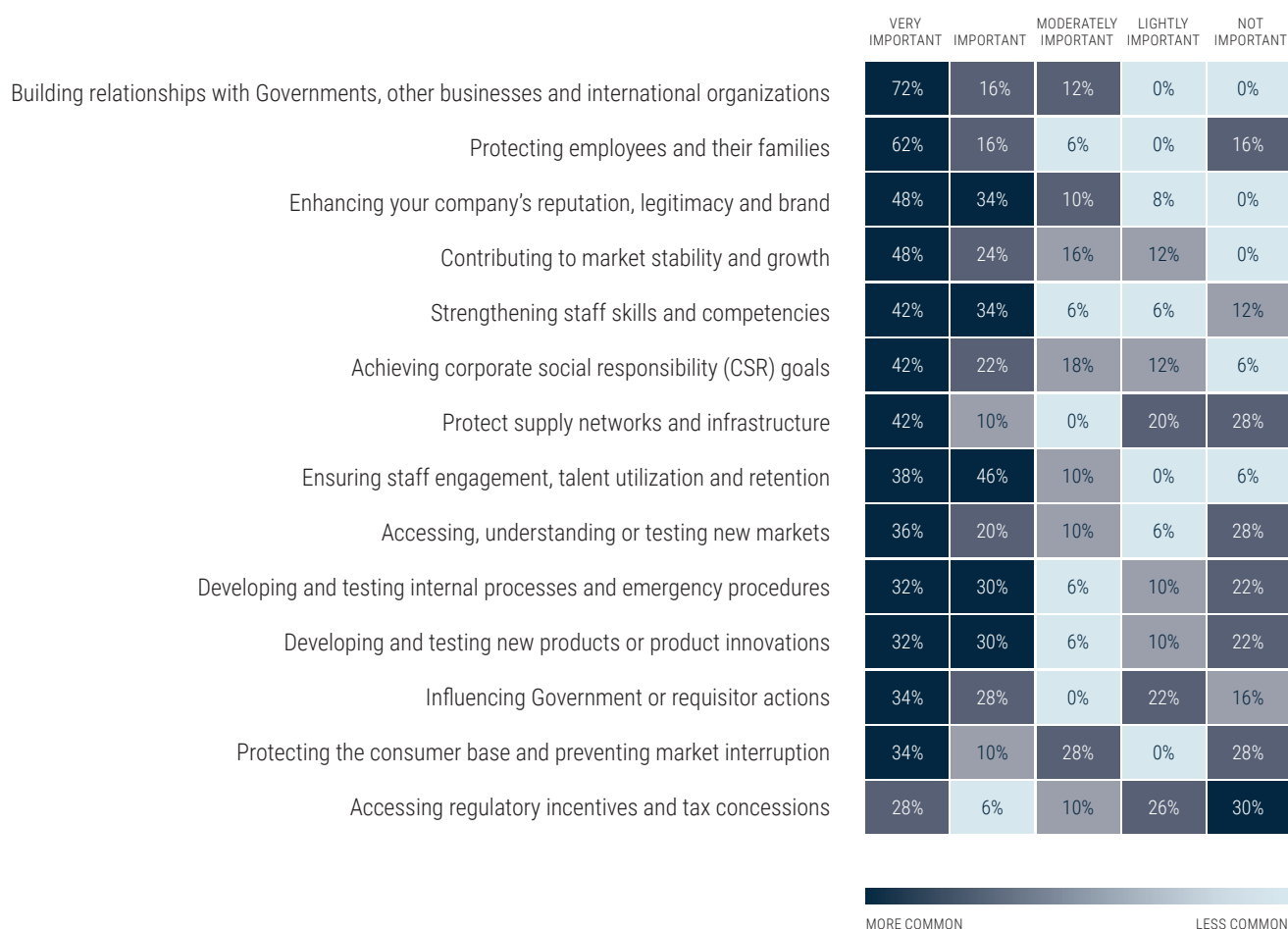


Figure 12

#### Potential value to companies of collaboration with humanitarian organizations







### Quotes submitted anonymously through the online survey

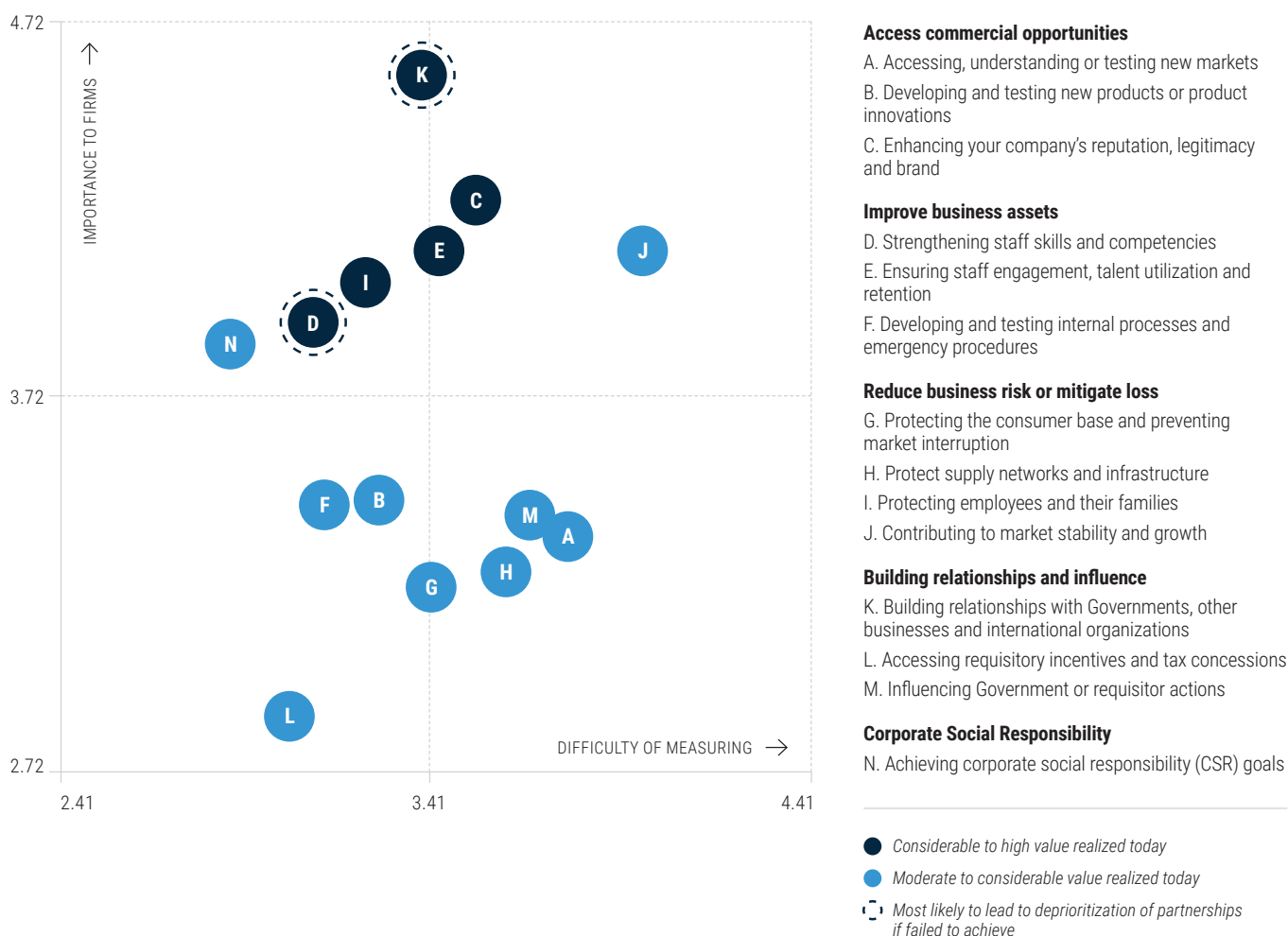
"All projects/partnerships should have goals. If not met, [these] should be re-evaluated with continuous feedback. [Partnerships] cannot continue at a forecasted loss in value".

"[Projects are] generally expected to provide credibly attributable [return on investment] within 24 - 36 months."

"If a partnership is not supported by a sustainable business case, it will be terminated."

Figure 13

### Rationales for engagement: by importance and difficulty in measuring



Coordinates were calculated by assigning 1-5 for each answer choice, i.e., "Not important" (1) to "Very important" (5) and "Very easy" (1) to "Very difficult" (5)

## CHAPTER 3

# Individual perspectives

The results of the interviews, surveys and literature review were compiled and seem to apply to SMEs as much as they do to multinational companies. Interviewees are quoted verbatim as much as possible to convey their perspectives and avoid misinterpretation. Their responses were grouped together in this study to provide a clearer overview. For example, the accessing, understanding and testing of new markets, the development and testing of new products and services, and the direct commercial benefits are all interpreted as being commercial opportunities. Enhancing the company's reputation, legitimacy and brand; staff engagement, talent utilization and retention, and strengthening staff skills and competencies are all defined as improving business assets. Likewise, the examples of protecting the consumer base and preventing market interruption; protecting employees and their families; and long-term strategic planning are brought together under the heading of reducing business risk and mitigating losses. The rationale of building relationships and influence includes feedback on relationships with Governments, civil society, international organizations and other businesses, as well as humanitarian engagement being an opportunity to influence policy and political landscapes.



## Developing commercial opportunities

### Accessing, understanding and/or testing new markets

The interviews confirmed statements in existing literature that engagement in humanitarian action may be an opportunity to access and understand new markets, initially on a non-commercial basis, and to establish commercial relationships for the future.<sup>22</sup> For example, in the case of a particular financial institution, the use of its products or mechanisms to transfer cash to people affected by humanitarian crises helps develop an infrastructure that may be used after the crisis to continue commercial relationships with those people.<sup>23</sup> These types of engagements may also generate knowledge of the local context and customer base, which can be valuable for future commercial expansion.

Paul Musser sees MasterCard's involvement in humanitarian action and partnerships as social, long-term investments, providing services on a cost-recovery basis, while recognizing the potential for future associated corporate benefits.<sup>24</sup> This approach provides MasterCard with knowledge of markets in which the company will operate in the long term.



#### Paul Musser, MasterCard <sup>25</sup>

*"Yemen is in a crisis situation. Will we be wealthy by providing services to Save the Children in Yemen today? No. But Yemen will achieve stability in 5, 10, 15 years, and we want to be there providing services and understanding what the communities want, how they operate, what's their desires [sic], building a reputation in that market place."*

Partnerships with humanitarian organizations also potentially create additional business opportunities with other institutions with similar programmes and aims, such as Government agencies. They also familiarize businesses with the practices and standards of humanitarian agencies.<sup>26</sup> Working with UN organizations and NGOs builds the company's knowledge of how to do business in particular communities and with certain populations.



#### Paul Musser, MasterCard <sup>27</sup>

*"A lot [of the benefits] are the subtle aspects of how to do business with the community, which is very differently organized than what we're used to."*

Through the Kenya Hunger Safety Net Programme (HSNP), Equity Bank supports the financial integration of 374,000 households in four chronically food insecure counties. Equity Bank's role involves account opening and setting up a payments infrastructure for branches, agents and merchants. The funds (which come from DFID, AusAID and the Government of Kenya) are sent to the bank by Financial Sector Deepening Kenya (FSDK) and the Kenyan Government when a cycle is due. The HSNP effectively subsidized banks' ability to secure large portions of the population as ongoing customers.<sup>28</sup>



**Allan M. Waititu, Equity Bank**<sup>29</sup>

*"Being the biggest bank in the region, supporting the development of the communities where [Equity] Bank operates is also, in a way, a responsibility. However, more than a responsibility, it is an opportunity: an opportunity to invest in our people and grow with our people. We, like an increasing number of social entrepreneurs and development specialists, see the so-called "beneficiaries" as customers who are excluded from the traditional market, and we believe there are untapped opportunities at the Bottom of the Pyramid."*

"The bank's branch manager described the region as the country's next big economic frontier, citing a growing level of interest in the region from his bank's management, as well as the imminent opening of a number of other bank branches in [one of the counties].<sup>30</sup>

The integration of new customers in the financial market is a direct benefit to Equity Bank from its engagement in humanitarian action.<sup>31</sup>

### **Developing and testing new products and/or product innovations**

Direct engagement by companies in humanitarian emergency preparedness and response in partnership with humanitarian organizations can provide opportunities for the development and testing of new products in new markets.<sup>32</sup> Innovation opportunities that build on private sector expertise and humanitarian knowledge and experience is a motivation for some companies, particularly in the transportation, logistics, technology, banking and manufacturing industries.<sup>33</sup> Testing potential new products in this way helps companies assess what may work in a particular market. Thirty-eight per cent of the survey respondents would deprioritize or terminate a partnership if it did not result in the development or the testing of new products or product innovations.

Hewlett Packard Enterprise identified product development and innovation as a factor driving engagement in emergency preparedness and response. A version of a digital survey (delivered via an application) developed on a pro bono basis to enable Fundacion Paraguay to conduct needs assessments more efficiently is now sold on a commercial basis by Hewlett Packard Enterprise to other clients.<sup>34</sup>



LafargeHolcim conducts Cement and Concrete Application workshops for the engineers of a humanitarian organization with which it partners. The training process provides LafargeHolcim with direct feedback on how its products are being applied in difficult, non-industrial circumstances. LafargeHolcim uses this information to improve the quality of its products. It also identified opportunities to innovate and develop new products through engagement in sensitive contexts, citing the development of a mobile crusher to reuse cement rubble.<sup>35</sup>

The engagement of the insurance industry has led to the development of innovative early warning systems and risk-modelling,<sup>36</sup> as well as insurance policies that support humanitarian response, such as index-based livestock insurance policies<sup>37</sup> and the more ambitious African Risk Capacity.<sup>38</sup>

Swiss Re noted that “for an insurance company, involvement in disaster relief is a natural business case.”<sup>39</sup> Swiss Re’s approach encourages humanitarian organizations and Governments to conduct their own risk assessment and professionalize their risk processes and practices. Swiss Re sees this approach as providing an additional benefit to humanitarian clients beyond a commercial relationship, where clients develop their own models and mechanisms to deal with their risk appropriately.<sup>40</sup>

This is very much aligned with Swiss Re’s vision to make the world more resilient, but there are also commercial benefits associated with building a market and a demand for risk-transfer products through partnerships with humanitarian organizations.<sup>41</sup>

### **Direct commercial benefits**

A number of companies engaged in pro bono partnerships with humanitarian actors say that they do so for future or associated commercial benefits. For example, “cash transfer programming has proved fertile ground for collaboration because businesses are motivated to facilitate payments in order to make profits from transaction costs and expand their services and reach.”<sup>42</sup>

The partnership between Hewlett Packard Enterprise and the International Organization for Migration (IOM) combines philanthropic and commercial elements: Hewlett Packard Enterprise provides a pro bono investment to develop a tailored ICT product to address IOM’s emergency response needs. Importantly, the jointly developed solution can also serve in a variety of humanitarian situations.<sup>43</sup> IOM has deployed the product in some field locations, but Hewlett Packard Enterprise can offer the product to a wider network of agencies, ultimately improving humanitarian communication and coordination through innovative technology.

Businesses may donate goods and services to humanitarian organizations, or to people directly affected by humanitarian crises. However, perhaps surprisingly, respondents to this study did not make any reference to the procurement of products and services by humanitarian organizations as being a commercial rationale for engagement in humanitarian action. Instead, they gave examples of more sustainable medium- and long-term benefits their companies were seeking. In contrast, it should be noted that UN rules and regulations require a clear distinction between procurement and non-procurement relationships. Partnerships, or even the engagement by a company in principled humanitarian action, should not give them an advantage over other companies that accept and comply with the UN Supplier Code of Conduct.<sup>44</sup> Rather, the UN insists on impartial criteria to evaluate bids for contracts:

**UN Procurement Practitioners Handbook<sup>45</sup>**

*"Impartial criteria do not give an unfair advantage to one supplier over another, nor are they tailored around the attributes of favoured suppliers. For example, if an incumbent supplier has 10 years' experience in offering a specific service in a particular country or to the UN, it may be inappropriate to use such criterion as a pass/fail minimum. Doing so would exclude other established suppliers who have a more limited track record of dealing with the country or the UN, but are/were successful in delivering a number of even larger consignments/services in the region and to various buyers. The evaluation criteria should be impartial and open to new providers with reliable performance records."*

The UN also warns of providing any advantage to potential suppliers by, for example, giving advance warning of requests for proposals, or by giving an impression that suppliers may have an increased opportunity for being awarded a contract, or:

**UN Procurement Practitioners Handbook<sup>45</sup>**

*"By providing one or more suppliers with additional information unavailable to other suppliers during the procurement process, they may gain an unfair advantage. This is not in line with the principle of fairness and must therefore be avoided at all cost."*

Other humanitarian organizations also have their own standards for procurement.<sup>46</sup>

## Improving business assets

### Enhancing the company's reputation, legitimacy and brand

Companies perceive engagement in humanitarian action as an investment in pro-active brand-building and reputation management.<sup>47</sup> The perceptions of customers, shareholders, employees, Governments and regulators incentivize businesses to be "good corporate citizens", thereby building brand equity and improving the company's reputation and image.<sup>48</sup> Partnerships with respected humanitarian organizations give credibility to a company's engagement in emergency preparedness and response activities.<sup>49</sup> However, companies also stress that while communicating the successes of such partnerships may be useful, they will not choose a partner or enter into a partnership solely for that purpose; there must be other corporate drivers for a successful engagement.<sup>50</sup> Equally, where commercial partnerships lead to direct and indirect return on investment for businesses, philanthropy can normally only offer indirect benefits. For that reason, businesses will have different motivations for decision-making around commercial or charitable partnerships.



#### **Ann-Marie Sevcsik, UBS Optimus Foundation<sup>51</sup>**

*"UBS Optimus Foundation's focus on children's health, education, child protection and early childhood development in emergencies is strategically targeted to address identified gaps by providing immediate and long-term response that delivers meaningful and measurable benefits to children, families and communities. We work with trusted local and international partners to enable the most effective response possible, and we share this information among the global staff of UBS, including UBS client advisors who are able to discuss these topics and introduce the work of the foundation with individual clients directly."*

*"UBS Optimus Foundation's focus on children's health, education, child protection and early childhood development in emergencies is strategically targeted to address identified gaps by providing immediate and long-term response that delivers meaningful and measurable benefits to children, families and communities. We work with trusted local and international partners to enable the most effective response possible, and we share this information among the global staff of UBS, including to UBS client advisors who are able to discuss these topics and introduce the work of the foundation with individual clients directly." Ann-Marie Sevcsik - Program Director Health & Emergency Response UBS Optimus Foundation*

For IKEA, "Humanitarian engagement allows the company to take a stance and demonstrate its strong value base. The company often tries to do things differently and always incorporate social and environmental responsibility in all aspects of their business conduct."<sup>52</sup> With IKEA Foundation owning the business rather than the other way around, engagement in humanitarian action is not seen so much as traditional corporate social responsibility, but as part of the organization's culture and core activities. As IKEA Foundation CEO Per Hegggenes stated: "CSR is the way IKEA does business."<sup>53</sup>

For some businesses, reputation motivations go beyond mere concerns about “good corporate citizenship” to the need for the company to be able to adequately service its customers in times of high need during disasters. According to GSMA:



**Kyla Reid, GSMA<sup>54</sup>**

*“Local [mobile network] operators have a strong business case to invest in resilience and preparedness if they operate in markets that are prone to disasters. The reputational costs can be very high if operators are not prepared when disasters strike and cannot provide their services when they are most needed by the population. They have significant local investments in their markets, from infrastructure through to staff and their channel, which means they are committed to ensuring that their technology can positively contribute in a humanitarian emergency.”*

From another perspective, Veolia’s engagement in humanitarian action positions it as a key actor and stakeholder in water management in developing countries, highlighting a strong reputational benefit to engagement.



**Thibault Constant, Veolia<sup>55</sup>**

*“For example, when we were working on the cholera project, even if it is not the core business of Veolia Group, we can do that because we have a kind of expertise regarding water management, and it can only be good for the Group if its name is associated with improvement on cholera treatment/cholera response.”*

### **Staff engagement, talent utilization and retention**

Engagement in humanitarian action may increase the company’s appeal to new talent, help motivate existing staff, and enhance their morale and identification with the company.<sup>56</sup>



**Anne Laroche, AXA Group<sup>57</sup>**

*“Employees are wanting companies to do such activities. It’s very important to build trust inside the company and to have these kinds of partnerships.”*

Sixty-seven per cent of the total number of survey respondents and interviewees indicated “staff engagement, talent utilization and retention” as an important factor. Through their business units, CSR and/or corporate foundations, companies including ABB,<sup>58</sup> Agility,<sup>59</sup> AXA Group,<sup>60</sup> C&A Foundation,<sup>61</sup> Devex,<sup>62</sup> Ericsson,<sup>63</sup> Hewlett Packard Enterprise,<sup>64</sup> IKEA,<sup>65</sup> LafargeHolcim,<sup>66</sup> LinkedIn,<sup>67</sup> MasterCard,<sup>68</sup> Novartis,<sup>69</sup> the Philippine Disaster Resilience Foundation,<sup>70</sup> Salesforce,<sup>71</sup> Unilever,<sup>72</sup> UPS,<sup>73</sup> Veolia,<sup>74</sup> and Zurich Insurance,<sup>75</sup> all identified employee expectations, staff engagement and talent retention as some of the key factors underlying the company’s activities in humanitarian preparedness and response.



**Paul Musser, MasterCard<sup>76</sup>**

*"Being able to say, for example, "someone is being fed in Yemen because of a service that the guy on the night shift at the computer center in St. Louis [Missouri] is doing", when, for the last 10 years, that guy has been doing the exact same thing – making sure that your ATM card worked here in Geneva – now, to think that he is doing something that helps in Yemen, he comes into work feeling "I'm contributing" – that is employee motivation."*

*"Hiring individuals with good talent, to come to work for a "payments company" can be difficult when their choice is to work for us or to work for Apple or Google, right? But once they understand that MasterCard is in fact a technology company and that their ability to innovate could help to make a change in Uganda's school systems, or revolutionize the way that food is delivered in Nepal – that is employee attraction."*

Veolia noted that many of its employees, particularly those in the environment sector, have a strong (personal) interest in humanitarian and development issues.



**Thibault Constant, Veolia<sup>77</sup>**

*"[Employees] can use the skills they use in their everyday life to participate in a humanitarian mission. (...) It's very fulfilling to participate, donate time and skills in humanitarian response."*



**Thierry Vandeveld, Fondation Veolia<sup>78</sup>**

*"As jobs in the sector are more and more specialized, going to the field and coordinating projects from start to end motivates the employees, makes them passionate about their work".*

Deutsche Post DHL staff are deployed through Disaster Response Teams to assist humanitarian organizations with airport logistics and the delivery and storage of relief materials.



**Kathrin Mohr, Deutsche Post DHL<sup>79</sup>**

*"The most important benefit is employee motivation; volunteers are very excited to be able to help and to work for a company that cares. Compared to many other HR methods to motivate employees, humanitarian engagement is very cost effective."*

Building an internal unifying culture around humanitarian engagement is also a recurring rationale,<sup>80</sup> particularly with regard to multinational companies and global humanitarian partnerships. Each office may have local partnerships, but a global partnerships strategy can engage a larger number of employees.<sup>81</sup>

### **Strengthening staff skills and competencies**

Interviewees from DHL,<sup>82</sup> Microsoft,<sup>83</sup> Accenture Development Partnerships,<sup>84</sup> and Zurich Insurance,<sup>85</sup> identified the improvement and development of new staff skills as benefits from the engagement of companies' core competencies in humanitarian action.<sup>86</sup> "These skills include not only technical competencies, but also teamwork skills, stress management and crisis management" says Kathrin Mohr, Head of GoHelp/ Corporate Communications and Responsibility Program, Deutsche Post DHL.<sup>87</sup> Fifty-six percent of respondents to the survey also said that projects would realize a return on investment if the partnership was making maximum use of the business's core competencies.<sup>88</sup>



## Reducing business risk and mitigating losses

### Protecting the consumer base and preventing market interruption

It is in the interest of businesses operating in areas affected by humanitarian crises to ensure the timely resumption of operations. It may also be an opportunity to engage existing consumers and add to the company's record as a reliable service provider.<sup>89</sup> As part of their disaster risk reduction and business continuity strategies, companies may partner with Governments, humanitarian organizations or other private sector actors to improve infrastructure that supports their operations. Similarly, multinational companies that rely on SMEs for their supply and distribution networks often support those businesses to build their capacity and disaster resilience. Thirty-one per cent of those surveyed said they would discontinue partnerships that failed to protect their customer base and prevent market interruption.

Coca-Cola recognized that providing a local convenience store in the Philippines with temporary structures was mutually beneficial because it provided affected people with supplies, and it contributed on some level to economic contingency planning for their inventory and sales.<sup>90</sup>

GSMA noted that a strong business continuity rationale underlies engagement by mobile network operators and the telecommunications industry.<sup>91</sup> Similarly, maintaining supply chains and distribution channels is vital to the core business interests of logistics companies.<sup>92</sup> This long-term and strategic engagement can help minimize market interruption and the impact of disasters on the business and on customers.

Through the Philippine Disaster Resilience Foundation, businesses take collective action to prevent market interruption and to protect the consumer base, including, for example, by strengthening resilience in the value chain, and supporting micro-, small- and medium-sized enterprises in developing and implementing business continuity plans.<sup>93</sup>

### Protecting employees and their families

For businesses operating in areas affected by humanitarian crises, it is in their interest to ensure the well-being of staff and their families following and during a crisis.<sup>94</sup> Such businesses, which include local SMEs, are fundamental to local communities. Twenty-five per cent of respondents to the project survey said that they would discontinue a partnership if it failed to protect and ensure the well-being of employees and their families during a humanitarian crisis. However, more work needs to be done to increase understanding of such businesses and how they can more effectively engage in humanitarian contexts. This will complement the knowledge on the involvement of multinational companies, which has been the main focus of this report.

The Fiji Hotel and Tourism Association issues daily weather alerts to hotel and tourism operators in remote Fijian islands to help ensure that staff and customers are moved to safety, or to allow them time to activate other safety processes when cyclones or other weather systems threaten.<sup>95</sup>

Total, one of the largest companies in Liberia and Sierra Leone, felt it had a responsibility to contribute during the Ebola crisis. As a company operating in Ebola-affected areas, Total prioritized support to its staff, their families and the local community.<sup>96</sup>

### Developing and testing internal processes and emergency procedures

Engagement in humanitarian emergency preparedness and response helps transfer knowledge and learning between public and private sector organizations. Companies can increase their knowledge and experience of implementing disaster response strategies that are linked to national disaster management processes. They can also build their expertise of responding effectively to supply chain interruptions and of reducing damage to vital infrastructure.<sup>97</sup>



**Jane Messeck, Microsoft Philanthropies<sup>98</sup>**

*"By engaging in humanitarian action, companies can test and evaluate internal standard operating procedures and instruments and have the chance to train employees under extreme circumstances."*

MasterCard is "looking at ways that our business may be disrupted by outside forces, be they commercial, political or otherwise. The humanitarian sector has ended up being an active participant in that conversation," allowing MasterCard to think differently about innovation and business risk.<sup>99</sup>

Sharing knowledge and information with humanitarian organizations and Governments on risk analysis and crisis management strategies may also motivate engagement.<sup>100</sup>

"[G]iven that in many cases humanitarian actors have extensive information on risk and security from their field of operation, private companies may be motivated to access this data in order to assess their corporate risk management and crisis management strategies."<sup>101</sup>

ABB and LafargeHolcim both have partnerships with international high-profile humanitarian organizations working in locations where the companies operate. They identified training and security briefings provided by these humanitarian organizations as a motivating factor for engagement.<sup>102</sup> According to ABB:



**Ron Popper, ABB<sup>103</sup>**

*"[Some of their partner humanitarian organizations] provide security briefings in countries of operation which allow [the company] to ensure the safety of employees and commercial projects in hostile environments."*

Similarly for LafargeHolcim:



**Jim Rushworth, LafargeHolcim<sup>104</sup>**

*"[H]umanitarian field organizations are a good source of knowledge for information that can help in the HR risk assessment of the company/risk management."*

**Long-term strategic planning**

Engagement in humanitarian action can be an exercise in long-term strategic planning, particularly for businesses operating on long-term project cycles. For example, in the oil and mining sector, where return on investments often involves periods in excess of 15 years, political, social and economic stability and resilience to shocks is crucial for protecting the companies' investments.<sup>105</sup> In interviews for the study, Accenture Development Partnerships, Agility and Microsoft noted that learnings obtained through these forms of engagements can inform long-term strategic planning.<sup>106</sup> Such long-term planning is complementary to the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), which recognize multi-stakeholder partnerships as important vehicles for mobilizing and sharing knowledge, expertise, technologies and financial resources, particularly in developing countries.<sup>107</sup>

During the interview, Total noted that strengthening the local community's resilience was a core driver of its humanitarian engagement, and that the focus of its engagement is shifting to balance response and recovery activities to prioritize resilience.<sup>108</sup> Increasing the community's capacity to withstand and recover quickly from crises is necessary in order to realize long-term investments, and for companies that identify market opportunities in these locations. This was also noted as a motivation by Equity Bank, Nestle, Telma and Unilever.<sup>109</sup>

## Building relationships and influence

### Relationships with Governments, civil society, international organizations and other businesses

In some contexts, engaging in humanitarian action can help businesses develop their network and improve their relationships with Government and civil-society actors.<sup>110</sup> During interviews for the study, a number of companies' business units, CSR and/or foundations, including Accenture Development Partnerships,<sup>111</sup> Agility,<sup>112</sup> Devex,<sup>113</sup> DHL,<sup>114</sup> LafargeHolcim,<sup>115</sup> Microsoft,<sup>116</sup> the Philippine Disaster Resilience Foundation,<sup>117</sup> Swiss Re,<sup>118</sup> UPS,<sup>119</sup> and Zurich Insurance<sup>120</sup> cited opportunities for community engagement, networking and building partnerships with international organizations and Governments as some of the motivating factors for their engagement.

For UPS, engagement in humanitarian action supports relationships with local authorities, which is particularly relevant to the development of new markets in Rwanda, for example.<sup>121</sup> Telma and UPS also see their operations in areas affected by humanitarian crises as benefiting their relationships with local communities.<sup>122</sup> Fifty per cent of the survey respondents said they would discontinue a partnership if it failed to build relationships with Governments, civil society, other businesses and/or other UN organizations.

*"Building relationships with Governments and other actors in areas affected by humanitarian emergencies can assist companies to identify and act on market opportunities." <sup>123</sup>*

*"Close cooperation with Governments are seen as providing in-roads to development programmes and emerging markets. Public Private Cooperation engagement therefore becomes important, as it provides opportunities for private actors to make use of UN agencies' relations, e.g., UNICEF's, to these Governments." <sup>124</sup>*

Improved relations with Governments, international organizations and other public actors may facilitate the consideration of these companies for procurement contracts in the future.<sup>125</sup>

*"Public organizations that are familiar with the strengths of certain companies and can look back on successful partnerships might also reflect on selecting the same partner for future projects." <sup>126</sup>*

The Philippine Disaster Resilience Foundation recognizes the benefit of working with the United Nations to give weight to the private sector's actions.<sup>127</sup> Similarly, Swiss Re encourages humanitarian organizations and Governments to conduct their own risk assessment and professionalize their risk processes and practices. This may be supported by international organizations as an unbiased interlocutor between Government and the private sector.<sup>128</sup>

### Policy and political landscapes

Businesses engage in policy development and advocacy to address the underlying factors that may contribute to the likelihood of humanitarian crises, both natural and man-made, where these risks in turn are likely to have a negative impact on the businesses' operations. For example, they may invest in local education institutions to increase the labour market's capacity, or lobby Government infrastructure-planning processes, such as for building roads or locating Free Trade Zones. Thirty-one per cent of respondents to the project survey indicated that they would deprioritize or terminate a partnership if it was not able to influence Government and/or regulator decisions and actions.

Following the election violence in Kenya in 2008, "the private sector used its network of business associations to apply pressure on the government to tackle the root causes of the violence... and avoid a repeat." <sup>129</sup>

Through the Philippine Disaster Resilience Foundation, member companies can advocate regulatory reforms to incentivize strengthened private sector engagement.<sup>130</sup>

## CHAPTER 4

# Recommendations

In addition to exploring the motivations for engagement, the interviews, consultations and project survey revealed information about the challenges faced by humanitarian public-private partnerships. Further consultations with the private sector are needed in order to identify the required content of tools and guidance materials, but the Business Case Study has identified a few minimum requirements. For example, support and guidance are needed to assist with partnership identification, selection and planning,<sup>131</sup> as well as understanding the humanitarian system and humanitarian organizations, standard operating procedures, humanitarian principles, standard partnership processes for humanitarian organizations (i.e. due diligence procedures), and how to connect to and build on existing platforms for engagement.<sup>132</sup> A set of tools and guidance materials on how to establish and/or strengthen internal CSR procedures to support engagement in humanitarian action would also be beneficial.

Based on the perceptions, the study suggests recommendations that aim to improve engagement strategies for businesses, and to identify opportunities for Governments and the humanitarian community to further their goals by better understanding how to shape such partnerships.



Photo: Brodie Vissers / Burst

## Recommendations to businesses

As articulated in earlier sections of this study, there are various ways in which businesses might benefit from humanitarian partnerships. For instance, their corporate political strategy would be able to draw on relationships with Governments, civil society, international organizations and other businesses. Companies could also enhance their competitiveness by accessing untapped markets. **Consequently, partnerships may be considered as a crucial component of the company's corporate strategy and should not exist in isolation from the company's other actions.** A cohesive corporate strategy might be achieved through the following recommendations for businesses:

### Corporate strategy

An important element for success is senior management leadership, or their endorsement that humanitarian engagement and partnerships be part of the overall global corporate/business strategy. Senior management has the authority to mobilize resources and the ability to encourage employee interest in humanitarian activities, and to incorporate these into their organizational structure and culture.



#### Recommendation

Involve the company's senior management in humanitarian action and partnership strategies.

### Rationale for engagement

Different rationales and industries, and even companies within the same industry, are likely to determine the most appropriate models of engagement. For example, within some companies there is greater scope for product and service innovation. In others, brand and reputation drive consumer engagement. Some industries require longer-term strategic planning, and some companies need partnerships and strong relationships with regulators, or they want to attract highly skilled and motivated staff. Therefore, it is likely that different models for private sector engagement in humanitarian action will be appropriate. Success therefore relies on identifying the best type of involvement for each business.



#### Recommendation

Identify and understand the business rationale for engaging in humanitarian action. Based on the rationale, decide which partnerships, models of engagement and tools are the most appropriate.



### Tools and strategies

Different rationales for possible models of private sector engagement, based on the particular circumstances, require a tailored set of tools and guidance material. Businesses that operate in different areas and are affected by or interested in different aspects of humanitarian crises require a particular set of partnership tools to engage effectively with local humanitarian actors and to influence national disaster risk management strategies. Businesses with useful products or services for humanitarian response may benefit more from long-term and predictable partnerships with international organizations. Businesses that fall into both models of engagement need to be aware of procurement constraints and, to the extent possible, loop themselves into humanitarian coordination mechanisms as part of the wider humanitarian ecosystem. A basic description of the international coordinated humanitarian response system and the organizations that play a role in it may be an example of such a tool.

A company's size and its business may affect its engagement in humanitarian emergency preparedness and response. For example, a small enterprise operating in a disaster-prone area may be primarily or initially motivated to reduce business risks and mitigate losses, and it may be more likely to be a recipient of humanitarian response efforts than to contribute to international emergency preparedness efforts. For such companies, guidance on how they can become more resilient to humanitarian crises or access insurance mechanisms could be useful. In comparison, a large multinational company that has operations in the same area may be motivated to build a resilient infrastructure, access commercial opportunities, improve business assets and build relationships and influence. As such, multinational companies may need guidance on collaborating with humanitarian organizations at the global and/or regional levels, as well as through local offices.

There are also distinctions in how different industries can and should engage in humanitarian action. For example, the logistics and telecommunications industries are already heavily engaged because their services have been critical aspects of international humanitarian emergency response for several years, but also because their in-country operations can potentially be directly affected. These industries may require a more in-depth and regular engagement with national disaster management systems and the international humanitarian coordination mechanisms than others. They are both well versed in humanitarian partnerships, but industries such as the food, sanitation and construction industries may be as directly affected but are not so well informed. Tools and guidance material on collaboration with local authorities and international humanitarian organizations would be useful for such industries.



#### Recommendation

Devise and share custom tools and strategies to tap the potential of partnerships. Select partners according to the rationale for engagement. Define and clearly communicate the business-engagement objective.

**Humanitarian principles and human rights standards**

Businesses should always be vigilant about the possibility of unintended negative consequences of their actions on the populations in need and should acquaint themselves with relevant frameworks, principles and standards.

**Recommendation**

Act in accordance with humanitarian principles and international human rights standards.

**Demonstrating success**

The impact of a corporate humanitarian engagement strategy is likely to require strong monitoring and evaluation techniques that are flexible and not cumbersome. Indicators of success may attribute a commercial value to the benefits of humanitarian partnerships in order to measure how much these partnerships are improving their business. Partnership evaluation may therefore benefit from the equivalent of solid quantitative impact-driven assessments that include relevant definitions of objectives, key performance indicators, expected outputs, expected outcomes, etc., and that are properly defined in qualitative grant agreements. Such evaluations might include a consistent measurement of meaningful and comparative trends over an agreed period of time. Tools may need to be specifically adapted to individual companies.

**Recommendation**

Monitor, follow up, evaluate and measure the business value of partnerships.

**Information sharing**

Many companies might be reluctant to share evaluation methods, but there is a case for the public exchange of such information. Sharing experience and methodologies allows companies to learn from each other, to develop holistic tools, and to consequently identify and fill the gaps in their own approaches. Efficiency comes from building on existing efforts. This may be done by consultants (who specialize in understanding humanitarian needs and optimizing humanitarian response), sharing organizational knowledge to inform research and reports, and participating in the exchange of information bilaterally or through multi-stakeholder networks. Businesses can capture and promote the benefits of partnership as a way to improve humanitarian response. If doing so transparently is not possible, working with third-party consulting firms might be a solution. Some examples of collective private sector engagement in humanitarian emergency preparedness and response have been shown to be possible, such as through the UN Global Compact or the Connecting Business initiative. However, additional tools that support businesses to assess the maturity of private sector engagement at the national and regional levels would be useful.

**Recommendation**

Share measuring tools, techniques and results.

**Sustainable partnerships**

By expressing their intentions and motivations for engaging organizations that they intend to partner with, businesses can help encourage useful and long-term partnerships. This mutual understanding nurtures trust as a foundation for appropriate and sustainable partnerships, and it can help effectively meet partnership goals.

**Recommendation**

Be transparent about intentions and motivations.

## Recommendations to Governments

**Partnerships with the private sector can help Governments meet responsibilities to citizens**, whether from the perspective of those directly affected by humanitarian crises, those who are responding or supporting the response, or those aiming to boost development and economies.

### Promote partnerships

There are numerous ways that Governments can facilitate partnerships to meet humanitarian needs through appropriate strategies based on models and rationales. This could be through laws, regulatory guidelines or bilateral agreements. By leveraging the most appropriate business incentives and complementary models, Governments can encourage specific industries to contribute to humanitarian action.

Governments may provide businesses, business consortia and humanitarian organizations with opportunities to come together at the national or sub-national levels to prepare for and respond to humanitarian crises. In particular, Governments can help businesses to make valuable contributions by facilitating interaction between them and other sectors of society. Governments may lead the creation of dedicated formalized networks, support them or encourage ownership by the members.



### Recommendation

Incentivize collaboration and understanding of private sector motivations for humanitarian engagement. Set up national-level collective action platforms for collaboration.

## Recommendations to the humanitarian community

Sustainable Development Goal 17 - revitalize the global partnership for sustainable development - explicitly encourages and promotes effective public, public-private and civil-society partnerships. Former UN Secretary-General Ban Ki-moon and the heads of FAO, OCHA, UNDP, UNFPA, UNHCR, UNICEF, WFP and WHO, with the endorsement of the World Bank and IOM, signed a Commitment to Action document at the World Humanitarian Summit in 2016, in which they agreed on a New Way of Working in crises. The signatories emphasized the value of collaboration:

*"Achieving the New Way of Working will require broader partnerships among UN agencies, international and local NGOs, private sector, civil society actors and governments. As agreed by partners on the Commitment to Action document, the New Way of Working is not about shifting funding from development to humanitarian programmes or from humanitarian to development actors—rather, it is about:*

- *Using resources and capabilities better, improving SDG outcomes for people in situations of risk, vulnerability and crisis; shrinking humanitarian needs over the long-term.*
- *Galvanizing new partnerships and collaboration—such as through the private sector, local actors or Multilateral Development Banks—in support of achieving collective and measurable outcomes that reduce people's needs, risk and vulnerability."*<sup>133</sup>

As a result, businesses' recognition of the value in building partnerships now has public endorsement and explicit support. **Creating smart and strategic partnerships with businesses can help encourage principled action and help humanitarian organizations achieve greater impact than by simply raising funds from companies.** Adopting a long-term and sustainable approach to partnerships, rather than engaging with companies in an ad hoc fashion, is also more likely to improve their own humanitarian emergency preparedness and response delivery.

### Partnerships and engagement strategies

The rationales and complementary models help identify interests that are inherent to businesses and complementary to the interests of humanitarian organizations. An appreciation of these can help humanitarian organizations optimize impact by identifying appropriate partnerships and engagement strategies. Humanitarian organizations can match their needs to the interests of companies and, consequently, help determine which tools to customize for them to manage their collaboration.



#### Recommendation

Recognize and appreciate rationales and models for engagement by companies.

**Promote humanitarian considerations**

Humanitarian organizations can help promote the incorporation of humanitarian considerations into corporate strategies and devise fruitful collaboration practices by assuring sustained partnerships on common interests. For example, organizations that are recipients of funds from businesses can use the rationale and model method to extend opportunities for further collaboration.

**Recommendation**

Enhance and continually evolve partnerships with the private sector.

**Coordinated action**

The coordinated international humanitarian response system is intended to ensure that the priority needs of the most seriously affected people are addressed. However, despite the call for collaboration in SDG 17 and the New Way of Working, as yet only a few companies are engaging in internationally coordinated humanitarian response. This may reflect the need for a dedicated communications strategy to clarify how addressing humanitarian issues are relevant to achieving the 2030 Agenda for Sustainable Development.

The ways in which companies can and should engage in a coordinated system can also be better developed and advertised. Humanitarian organizations may also develop tools, appropriate to their core competencies, that help optimize collaboration for humanitarian emergency preparedness and response using the rationale and models described above. Humanitarian organizations can also advocate for and help the private sector understand the value of adherence to humanitarian and 'Do No Harm' principles as a way of building more sustainable and effective partnerships.

**Recommendation**

Include the private sector as a partner in coordinated international humanitarian response.



## CHAPTER 5

# Conclusions

The perceptions reflected in this study demonstrate why people who work in companies actively engage in humanitarian action. Sometimes there is a clear business rationale, which can lead to a more sustainable engagement. There is also a desire to help, and to do so in an effective and principled way.

The importance of multinational companies to humanitarian action is well reflected by those who took part in this study. Collaboration between humanitarian organizations and such companies is recognized as being increasingly essential to address the needs of people affected by humanitarian crises.

The perceptions of the private sector in local communities affected by humanitarian crises need to be further explored. The private sector in crisis-affected communities is not only severely affected but may also have the greatest impact, especially during the early stages of a humanitarian crisis.

Much more can be done. More rigorous studies are needed on the motivations for businesses (especially SMEs) in a variety of different geopolitical contexts to engage in humanitarian action.

A deeper understanding of the quantitative benefits of engagement, including examples of a return on investment to local communities, humanitarian organizations and companies, would be helpful in advocating for greater principled involvement by companies in humanitarian action around the world. Perhaps the most immediate impact can be achieved through public calls for private sector engagement, and for collaboration by Governments and humanitarian organizations. The development of tools and guides that support collaborative humanitarian action is also essential in ensuring that there is an effective and sustainable engagement.

As described at the beginning of this study, the private sector is acting now, directly with people and communities affected by humanitarian crises. It is also increasingly engaging in partnerships with humanitarian organizations. All the indications are that this collaboration is needed and will continue to grow. Humanitarian organizations can encourage companies to adopt a principled approach and to act in a way that is coherent with the actions of others in order to be effective. To do so requires not just close collaboration, but sustainable partnerships between humanitarian organizations and Governments with multinational and local companies.

## ANNEX A

# Literature review and Bibliography

Albeit a relatively new domain of study, various scholars have researched the private sector in the humanitarian field adopting various positions on the rationale for engagement and on public-private partnerships. The perspectives of people from the private sector interviewed for this study sometimes confirm those positions. However, just as useful are the results that challenge previous research and the simple yet powerful fact that these are the raw perspectives of people whose actions have an impact in this area.

Justin Keeble expresses the opinion that business is the primary source of investment and the main employer in most societies.<sup>134</sup> His emphasis has been on the business case for CSR drawing on quantitative and qualitative secondary source material, through which he identifies six commonly recognized benefits: reputation management, risk management, employee satisfaction, innovation and learning, access to capital, and financial performance. His papers for the World Economic Forum, updated for Business In The Community, attempt to suggest how these benefits might be realized.

Keeble's assertion that there is a compelling business case for action is supported by the perspectives of those who contributed to this study. He explained that in 2002, companies were already "leading the way, driven by their belief that Corporate Responsibility is essential to their business", and that this in turn is bringing about more responsible business practices.

Keeble points out that Kofi Annan highlighted the role of business in providing the wherewithal to tackle global sustainable development challenges at the World Summit in Johannesburg in September 2002. Keeble says that Annan "...told the business community directly that they have the finance, the resources and the technology to bring about the changes that are needed to address the world's major social and environmental problems." He continues to elaborate on an often-forgotten reality that companies of all sizes have a role to play and can benefit, as responsible suppliers to corporate customers, by reducing risks; attracting and retaining talented staff; exploiting new markets for responsible products and services; meeting responsibility criteria set by lenders; and last, but not least, by reducing operating costs.

Business In The Community suggests that the vast majority of companies are responding to disasters "... through: a policy which can be triggered; their business continuity plan that incorporates a response, or; ad hoc responses that are tailored to the disaster." They also usefully identify criteria business use when deciding whether and how to respond, which are based on the scale of the disaster; media attention received; employee and senior management interest; business and employee presence and the perceived impact on employees and their families; and advice from NGOs.<sup>135</sup> In the same report, four "business benefits, or return on investment" are identified as being significant to businesses. These are "Through employee engagement; Building its reputation as a responsible business; Developing business continuity and deepening relationships where disasters occur [and]; 24% of business see their support as purely philanthropic."<sup>136</sup>

Lothar Rieth is one of the most frequently cited authors on the private sector and humanitarian CSR. He suggests that "corporate engagement in humanitarian assistance is an extension of traditional philanthropic citizenship and core business-related corporate social responsibility activities."<sup>137</sup> Categorizing engagement in humanitarian emergency preparedness and response by its commercial and philanthropic benefits must also be balanced by the recognition of direct and long-term benefits.

Thomas & Fritz identify two types of partnerships: single-company partnerships and multi-company integrative partnerships.<sup>138</sup> The latter aim to resolve the issue of one company being unable to cover all the specific needs of a partner. Rieth presents a general framework that categorizes the three main motivations of corporate actors to engage with the humanitarian sector. They are ethical, acting on external pressure from stakeholders, and business/profit motives.<sup>139</sup>

Rieth also identifies issues that discourage business actors from engaging in humanitarian action. First, he states that not all private companies provide appropriate goods and/or services for humanitarian efforts, therefore devising meaningful contributions from these actors is already challenging. Second, if a private company can provide relevant assistance, it often lacks specialized disaster relief knowledge and the practical skills to make meaningful contributions in a humanitarian crisis. Third, differences in motivation and objectives often prevent successful collaboration and lead to distrust. Finally, organizational deficits and a lack of coherent engagement frameworks often inhibit partnership sustainability.<sup>140</sup> Such observations have been echoed subsequently by the works of Holst et al.<sup>141</sup> and Zyck and Kent<sup>142</sup> using different methods.

Despite increasing interactions, there is a dearth of space for exchange between businesses and humanitarian actors.<sup>143</sup> "Cultural aspects" are described as being crucial, especially as corporate engagement is often undertaken without substantive knowledge of humanitarian action.<sup>144</sup> This could present as a challenge to the joint development of work. Potential benefits of collaboration have been recognized only on a theoretical level, but actual examples and perceptions of people from the private sector of the benefits are scarce and scattered.<sup>145</sup> This is partly due to the difficulty in measuring effects, as the causal mechanisms behind the achieved results (e.g., reputational gain) remain unclear. Often, corporate actors are not able to systematically assess the overall cost and respective value of their engagement.<sup>146</sup>

Existing literature uses the term "return on investment", or ROI, in two distinct ways: the first refers to the impact on or effectiveness of the investment in addressing the humanitarian need; the second, which is the more common way that the term is used in the context of this study, refers to the return, benefit or value to the party that made the investment. The vast majority of the existing literature is focused on the former and very little on the latter. Where there is research, it is focused on the definition of the investor as being communities, regions, countries or Governments, and on their savings being achieved. No existing work detailing the ROI in humanitarian initiatives for businesses was identified during the review of public literature. However, it is possible that there are pockets of relevant analysis that organizations may have conducted privately.

In addition to this gap, while existing literature identified or suggested a number of rationales for private sector engagement in emergency response, as well as potential associated roadblocks, little detail is provided about how these motivations play out in practice, and only a few examples are provided in support of statements that these rationales are in play. Through consultations with a range of businesses engaged in emergency preparedness and response, the Business Case Study sought and obtained details to support the existence of these motivations.

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- The Sphere Project's Humanitarian Charter and Minimum Standards in Disaster Response: [www.sphereproject.org](http://www.sphereproject.org)
- Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief: [www.icrc.org/eng/assets/files/publications/icrc-002-1067.pdf](http://www.icrc.org/eng/assets/files/publications/icrc-002-1067.pdf)
- Voluntary Principles on Security and Human Rights: [www.voluntaryprinciples.org](http://www.voluntaryprinciples.org)
- Principles and Good Practice of Humanitarian Donorship: [www.ghdinitiative.org](http://www.ghdinitiative.org)
- Global Hand Principles: [www.globalhand.org/en/browse/guidelines/7/global\\_issues/document/21008](http://www.globalhand.org/en/browse/guidelines/7/global_issues/document/21008)
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- International Business Leaders Forum: [www.iblf.org/activities/disaster.jsp](http://www.iblf.org/activities/disaster.jsp)
- Center for International Disaster Information: [www.cidi.org/guidelines/donate-corp.htm](http://www.cidi.org/guidelines/donate-corp.htm)

## ANNEX B

# Methodology

This report synthesizes existing literature, material from interviews conducted by Vantage Partners and Philanthropy Advisors, consultations with a broad range of stakeholders and an online survey.<sup>146</sup> The position of the interviewees within their company may have affected their perception of the rationales and benefits of engaging in emergency preparedness and response. Similarly, given that interviews were conducted by two different interviewers, the manner and focus of the interviews may have affected the identification and prioritization of rationales by the interviewees.

Thirty-six organizations were interviewed bilaterally and confidentially by Vantage Partners and Philanthropy Advisors as part of the Business Case Project. The interview questions were prepared on the basis of a preliminary review of existing literature so as to fill the gaps in that literature through supplementary data. Organizations interviewed were selected on the basis of a preliminary review of the organization's engagement in emergency preparedness and response.

Interviews were conducted with multinational corporations and locally owned businesses operating across geographic regions and industries over a six-month period. Each took between half an hour and up to three hours. Although interviews were conducted with operational and corporate employees, the majority of the interviewees were CSR or marketing department employees.

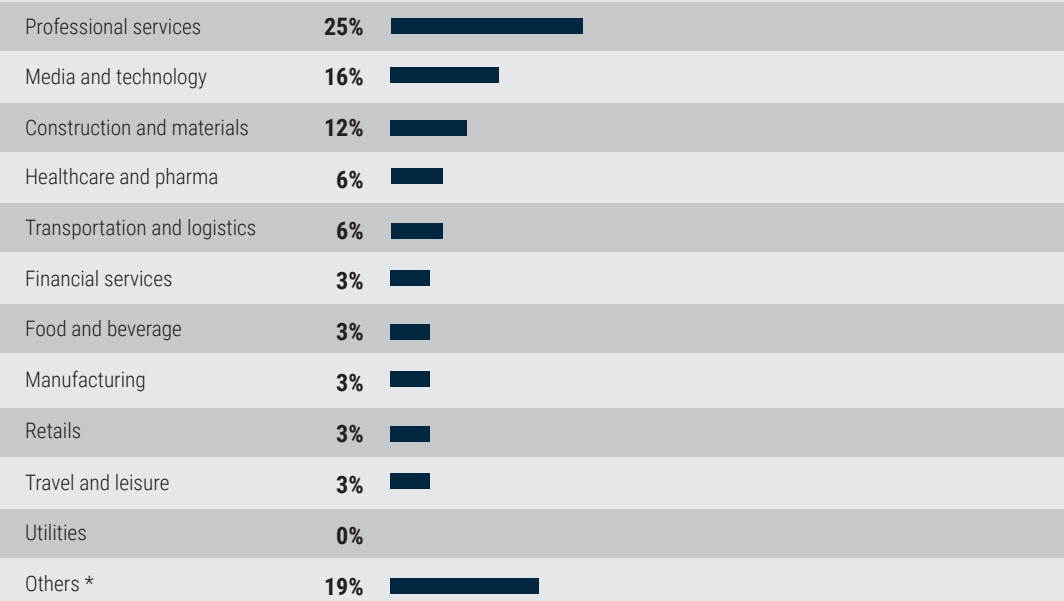
Group consultations were also conducted. A number of participants in these group consultations were also interviewed on an individual basis. Participants in the group consultations included private sector organizations, international organizations, non-governmental organizations, academia and Government.

An online survey (the Project Survey) was also conducted in order to provide additional data regarding the business case for engagement. The project survey was targeted to produce economic modelling and perception data regarding certain factors supporting the business case (i.e., market and human capital factors). The survey contained multiple choice and free-response answers to understand how organizations categorize and measure value from collaborations with humanitarian agencies, and how this informs an organization's ongoing partnership strategy. Project survey respondents included the organizations interviewed, as well as additional participants. Thirty-six respondents completed the project survey to date. Not all organizations interviewed bilaterally completed the Project Survey. The Project Survey was circulated to a wide range of potential respondents and made available publicly. As with the individual interviews, respondents were generally those organizations with a prior relationship with OCHA, Philanthropy Advisors or Vantage Partners. Vantage Partners managed the collection and analysis of all survey responses to ensure partner confidentiality.

Sixty-one per cent of the respondents represented multinational companies, while 30 per cent and 9 per cent of the respondents represented national and regional companies, respectively. Forty-eight per cent of the respondents spoke for organizations with more than 250 employees, while the remaining 52 per cent spoke for organizations with less than 250 employees.

Below is a breakdown by sector of the organizations represented in the survey data.

Figure 14  
**Business sector  
of contributing  
companies**



\* Includes: Housing, Accomodation, Lottery, Mining, Philantropy and Sustainability

## ANNEX C

# Interviewees

1. Paul Musser, Senior Vice President, Humanitarian, Development and Donors, MasterCard
2. Allan M. Waititu, Director – Special Projects, Equity Bank Organisations
3. Asma Dakhouché, Account General Manager United Nations, World Bank and IMF, Hewlett Packard Enterprise
4. Jérôme Million, EMEA UN Account Manager, Hewlett Packard Enterprise
5. Hien Dao, Account Executive, Global Accounts and International Organizations, Hewlett Packard Enterprise
6. Jim Rushworth, Head of Corporate Citizenship at LafargeHolcim
7. Ivo Menzinger, Managing Director Global Partnerships, Swiss Re
8. Bridget Carle, Assistant Vice President, Swiss Re Global Partnerships
9. Ann-Marie Sevcsik, Program Director for Health and Emergencies, UBS Optimus Foundation
10. Per Heggenes, CEO, IKEA Foundation
11. Kyla Reid - Head of Digital Identity & Head of Disaster Response / GSMA
12. Thibaut Constant, Program Officer, Veolia
13. Ron Popper, Former Head of Corporate Responsibility, ABB
14. Kathrin Mohr, Head of GoHelp Program/ Corporate Communications and Responsibility, Deutsche Post DHL
15. Ilan Vuddamalay, Programme Manager, C&A Foundation
16. Simon Clow, Group Head of Stakeholder Engagement, AXA Group
17. Thierry Vandeveldé, Ph.D, Executive Director, Fondation Veolia
18. Frank Clary, Senior Manager Corporate Social Responsibility, Agility
19. Butch Meily, President, Philippines Disaster Resilience Foundation
20. Fiji Hotel and Tourism Association
21. Daniel Baker, Global Lead, Program Innovation, Accenture Development Partnerships
22. Linda Freiner, Group Head of Corporate Responsibility, Zurich Insurance
23. Jane Meseck, Director, Global Programs for Microsoft Philanthropies
24. Raj Kumar, President and Editor-In Chief, Devex
25. Catherine Ferrant, Managing Director Vice President, Corporate Philanthropy, Total Foundation
26. Christian Frutiger, Deputy Head Global Public Affairs, Nestle
27. Isabelle Slabert, Executive Director, Telma Foundation
28. Danielle Rahaingoniatovo, Consultant and Project Manager, Telma Foundation
29. Jonathan Gill, Global Advocacy & Partnerships Manager, Chief Sustainability Office, Unilever
30. Joe Ruiz, Director, UPS Humanitarian Relief Program, UPS Foundation
31. Hans-Peter Teufers, Director International Humanitarian Supply Chain, UPS Foundation
32. Pascale de la Frégonnière, Executive Director, Cartier Charitable Foundation
33. Elaine Weidman-Grunewald, Senior Vice President and Chief Sustainability Officer, Ericsson
34. Leopold Wyss, Head Sponsoring & Donations, Novartis
35. Charlotte Finn, Vice President, Programs EMEA, Salesforce.org
36. Vincent Faber, Executive Director, Trafigura Foundation
37. Marina Tohindravo, Head of CSR, Telma
38. Aimée Victoire Herinirinson, Project Manager, CSR, Telma
39. Niavosoa Rakotondraibe, Engineer, Telma
40. Kathy Gu, Program Manager, Living Progress, Hewlett Packard Enterprise
41. Lara Birkes, Chief Sustainability Officer VP, Living Progress, Hewlett Packard Enterprise
42. Lisa Marie Conover, Senior Manager, Living Progress, Hewlett Packard Enterprise
43. Glenn Zaccara, Director Corporate Public Relations, UPS
44. Lieske Van Santen, Global Business Development - NGOs and Institutions, SGS
45. Daniel Rufenacht, Group Vice President - Corporate Sustainability, SGS
46. Tiago da Costa Silva, Deployable Communications, CISCO Tactical Operations
47. Sergio P. Ermotti, CEO, UBS Group / Chairman, UBS Optimus Foundation Board of Directors
48. Maryam Ghofraniha, Head of Global Partnerships, LinkedIn For Good

## ANNEX D

# Interview Guide

## Introduction

This guide helped to organize and plan interviews with private sector stakeholders.

It was used as a starting point for each conversation. Interviewers explored areas of specific interest to interviewees, and deviated as needed to collect detailed information and understand perspectives more deeply.

## Interview purposes

The purposes should be shared at the beginning of each conversation.

- Help the United Nations (and OCHA specifically) better understand the perspective of private sector stakeholders, and their key interests around partnering with the humanitarian community in executing and innovating around preparedness and response to humanitarian crises
- Collect case studies of successful partnerships with the humanitarian community, and uncover the elements that made those partnerships effective
- Learn about challenges you've faced in working with the humanitarian community specifically around partnership opportunities
- Understand what the UN / OCHA could do, or what information they might provide, to make engaging in partnerships with them regarding disaster preparedness and response more attractive to business decision-makers

*Everything you share with us will remain confidential and will be combined with information gathered in other interviews with individuals from both the private and public sectors. In the case where we would want to include a particular anecdote or case study shared in this interview in any final deliverables, we will circle back with you to ask whether it is appropriate to attribute to you and/or your company.*

## Interviewee & current/past partnerships

- Please describe your company and role, especially as it relates to establishing and/or executing initiatives in cooperation with the UN, OCHA, or other public sector entities.
- In what region(s) does your company operate?
- Has your company partnered with OCHA, another UN agency, other humanitarian organization(s) to enhance emergency preparedness and response?
  - a. If so, please describe the partnership(s) you have or had.
  - b. Who are the senior leadership sponsors (i.e., which senior leaders, if any, actively track progress of the partnership)?
  - c. How does the partnership benefit your organization (i.e., what is the purpose of the partnership and how does it fit with your overall strategy)?
  - d. How, and when, did the partnership start (e.g., did OCHA search out the partnership? Did your organization initiate conversations)?
  - e. How do you communicate with and track progress with the partner?
  - f. What are the perceptions within your company regarding the value of this partnership?
  - g. Have you needed to change your tactics and/or your objectives for the partnership over time? If so, why?
- Has your organization considered, but not pursued, partnerships with OCHA, another UN agency, other humanitarian organization(s) to enhance emergency preparedness and response?
  - a. If so, can you describe the partnerships you considered?
  - b. Why did you ultimately decide not to move forward?

### Motivations (guides which following sections to focus on)

- I'm going to read out a list of possible reasons for engaging in a partnership with the UN/OCHA. Please let me know which of these you believe are relevant to your company, and whether there are any that I am missing:
  - a. Accessing, understanding and/or testing new markets
  - b. Developing and testing new products and/or product innovations
  - c. Enhancing the business's reputation, legitimacy and brand
  - d. Making maximum use of the business's core competencies (e.g., utilizing excess capacity)
  - e. Staff engagement, talent utilization and retention
  - f. Protecting the consumer base and preventing market interruption
  - g. Protecting supply networks and infrastructure
  - h. Developing and testing internal processes and/or emergency procedures
  - i. Learning information to inform long-term strategic planning
  - j. Building relationships with governments, civil society and other businesses
  - k. Accessing regulatory incentives, including tax concessions as a result of charitable donations
  - l. Influencing government and/or regulator decisions and/or actions
  - m. Achieving corporate social responsibility (CSR) goals (e.g., meeting professional responsibilities, acting in an "ethical" manner)

### Questions focused on understanding specific motivations

#### Broad motivation: **1. Commercial opportunities**

##### *Specific rationales*

- Accessing, understanding and/or testing new markets
- Developing and testing new products and/or product innovations
- Enhancing the business's reputation, legitimacy and brand

##### *Rationale-specific interview question*

- (If they have an active partnership in this area) How has your work on disaster preparedness and responses enabled your company to access a new market, or improve products/services within an existing market?
- What sorts of (additional) commercial opportunities could you imagine furthering through engagement with OCHA and others regarding disaster preparedness and response?
- (If enhancing their brand and/or reputation is a goal), what benefits would you expect linking your brand and/or reputation to disaster preparation and/or response work with OCHA or others you to accrue to your company?
  - n. (If they are doing work with OCHA today) What challenges have you faced in realizing these benefits?
  - o. (If they are doing work with OCHA today) What would need to happen to overcome these challenges?
- When it comes to determining whether or not to pursue a partnership with OCHA or other humanitarian actors for the purpose of achieving commercial and/or innovation opportunities, who would be the primary decision makers within your organization? What criteria would they use?
- What are the biggest impediments to engagements of this type that you've experienced, or would anticipate?
- What data, or resources, would it be helpful for OCHA to provide in the context of those impediments?
- What are potential metrics for success, and how might they be measured and shared?
- How could OCHA or other humanitarian organisations help facilitate engagement in preparedness and response (e.g., are there processes or tools to help enable relationship launch and ongoing coordination to enable execution)?

*Broad motivation: **2. Improve business assets***

*Specific rationales*

- Making maximum use of the business's core competencies (e.g., utilizing excess capacity, build experience in a certain area)
- Staff engagement, talent utilization and retention

*Rationale-specific interview question*

- (If they have an active partnership in this area) How has your work on disaster preparedness and responses enabled your company to improve your business assets?
- What sorts of (additional) business assets could you imagine improving through engagement with OCHA and others regarding disaster preparedness and response?
- Are (or would) these benefits to your organization sufficient to drive engagement, or do they need to be coupled with other sorts of benefits?
- Who within your organization would determine whether the asset enhancements you would get from working on disaster preparation and/or response projects are worth the investment required? What criteria would they use?
- What are the biggest impediments to engagements of this type that you've experienced, or would anticipate?
- What data, or resources, would it be helpful for OCHA to provide in the context of those impediments?
- What sorts of things might cause your company to cease a project of this nature, or to pull back for a time?
- What are potential metrics for success, and how might they be measured and shared?

*Broad motivation: **3. Reduce business risk and mitigate losses***

*Specific rationales*

- Protecting the consumer base and preventing market interruption
- Protecting supply networks and infrastructure
- Developing and testing internal processes and emergency procedures
- Learning information to inform long-term strategic planning

*Rationale-specific interview question*

- To what extent do you currently work with other companies; local, regional, or national government organizations; and/or humanitarian organizations to develop, improve, and/or implement your disaster-related risk reduction and loss mitigation plans?
- What sorts of actions taken by global or regional humanitarian organizations during disaster or in preparation for disasters have impacted your business?
- What has led to your decision to engage (or not) with outside organizations?
- What benefits and/or challenges have you seen related to engaging with outside organizations to develop, improve, or implement your disaster risk reduction and/or loss mitigation plans?
- When it comes to determining whether or not to pursue a partnership with UN / OCHA for the purpose of risk reduction and/or loss mitigation, who would be the primary decision makers within your organization? What criteria would they use?
- Do you and/or others within your company doubt the effectiveness of humanitarian aid? What would need to change to increase confidence?
- Are you concerned by causing unintended negative impacts in cases of intervening in complex emergencies? How might your company and/or others reduce the likelihood that the downsides of engagement outweigh the benefits?
- What are potential metrics for success, and how might they be measured and shared?



*Broad motivation: 4. Influence governments and regulators*

*Specific rationales*

- Building relationships with governments, civil society and other businesses
- Accessing regulatory incentives, including tax concessions as a result of charitable donations
- Influencing government and/or regulator decisions and/or actions

*Rationale-specific interview question*

- (If they have an active partnership in this area) How has your work on disaster preparedness and responses enabled your company to effectively influence governments and regulators?
- Has your involvement in humanitarian action allowed an improvement in the relations with the governments of the affected countries?
- Are there specific ways in which you imagine your company and humanitarian organizations focused on disaster preparation and response might jointly work to influence national, regional, or local governments?
- Are (or would) these benefits to your organization sufficient to drive engagement, or do they need to be coupled with other sorts of benefits?
- What challenges do you face today (or would you face) in working with others to effect change in government and/or regulatory organizations?
- What structures and mechanisms could be established to address these challenges?
- When it comes to determining whether or not to pursue a partnership with UN / OCHA for the purpose of influencing governments and/or regulators, who would be the primary decision makers within your organization? What criteria would they use?
- What are potential metrics for success, and how might they be measured and shared?

*Broad motivation: 5. Achieve CSR goals*

*Specific rationales*

- Achieving corporate social responsibility (CSR) goals (e.g., meeting professional responsibilities, acting in an "ethical" manner)

*Rationale-specific interview question*

- How are CSR goals set within your organization?
- What are your CSR objectives, currently? (Test to understand whether/how emergency preparedness and response ranks within CSR objectives, and why.)
- Where do your company's CSR goals rank in terms of overall priorities (e.g., if your company faced a significant financial crunch, would they be the first to be cut? Second? Last?)?
- (If they have an active partnership in this area) How has your work on disaster preparedness and responses enabled your company to achieve its CSR goals?
- Are there specific ways in which you imagine your company and humanitarian organizations focused on achieving your CSR goals?
- When pursuing your CSR objectives, does your company have preferences regarding the types of projects to pursue (e.g., do you prefer to give money or in-kind donations, launch projects that engage employees)?
- Are (or would) these benefits to your organization sufficient to drive engagement, or do they need to be coupled with other sorts of benefits?
- When it comes to determining whether or not to pursue a partnership with UN / OCHA for the purpose of achieving CSR objectives, who would be the primary decision makers within your organization? What criteria would they use?

- What criteria would your company use to determine whether to pursue an opportunity with the OCHA or other humanitarian organizations focused on achieving CSR goals?
- Do you and/or others within your company doubt the effectiveness of humanitarian aid? How could these be overcome?
- What are potential metrics for success, and how might they be measured and shared?

### **Other questions to consider**

- How long does the establishment of a partnership with an external humanitarian organization take?
- Are there elements of the process for establishing a partnership that you believe could be improved?
- What challenges have you faced throughout the process of framing and performing your partnership related to disaster preparedness and/or response (e.g., commitment of the partner, designing the project)?
- According to literature, effective communication between the public and private sector is a major barrier to establishing and managing collaborations to improve disaster preparedness and responses. Have you found this to be true? Why or why not?
- What lessons have you learned from your experience in humanitarian emergency preparation and response so far?
- Is your company planning to maintain, reduce or expand its work on disaster preparedness and responses, with or without engagement with humanitarian actors? Why?
- In your opinion, what are the future trends for business engagement in humanitarian preparations for and response to disasters?
- In your opinion, what are the main steps that companies and/or humanitarian organizations should take to improve the effectiveness of the disaster preparation and response in the communities they serve?

## ANNEX E

# Survey Questionnaire

## Survey introduction

The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) is leading a project to develop a business case for private sector engagement in humanitarian action (assistance designed to save lives, alleviate suffering and maintain and protect human dignity during and in the aftermath of man-made crises, health pandemics and natural disasters, as well as to prevent and strengthen preparedness for the occurrence of such situations). The main purposes of the project are to:

1. Analyze and further develop the business case for private sector engagement in emergency preparedness and response through identifying and addressing private sector interests as well as any possible concerns related to partnering with humanitarian agencies
2. Prepare a communication strategy and resources to be provided to high-level decision makers in the private sector to promote engagement in emergency preparedness and response on the basis of the business case, including practical tools to facilitate engagement

In addition to inputs gained through consultations at the Humanitarian Networks and Partnership Week and ongoing private sector stakeholder interviews, OCHA is seeking your assistance to further understand how your organization categorizes and measures value from collaborations with humanitarian agencies, and how this informs your ongoing partnership strategy.

All individual responses will remain anonymous, and results will be shared in aggregated form only.

The survey will take approximately 15 minutes to complete.

If you have any questions about this survey, please do not hesitate to contact us at [andreaa@un.org](mailto:andreaa@un.org).

## General Information

1. Which of the following best describes the geographic focus of your company:
  - a. National company (based in one country only)
  - b. Regional company (based in several countries within one region)
  - c. Multi-national company
2. Which of the following best describes the size of your company:
  - a. Fewer than 250 employees
  - b. 250 or more employees
3. Which sector best describes your company?
  - a. Construction and materials
  - b. Financial services (e.g., banking)
  - c. Professional services (e.g., legal, management consulting, real estate and property, research)
  - d. Food and beverage manufacturers/providers
  - e. Manufacturing
  - f. Media, technology, and/or telecommunications
  - g. Retail
  - h. Travel and leisure
  - i. Utilities
  - j. Healthcare and/or pharmaceuticals
  - k. Transportation and logistics
  - l. Other (please specify)

4. Have you had and/or do you have a partnership with UNOCHA or any other humanitarian organization?
  - a. Yes (please specify the organization(s))
  - b. No
5. If so, indicate the percentage of your organization's work that falls into each of the following partnership types.  
(Percentages must add to 100)
  - a. Creating a tangible product or service focused on sustainable improvements to humanitarian preparedness or response
  - b. Providing personnel for just in time field support (e.g., during a crisis)
  - c. Providing products or goods for field support (i.e., in-kind donation)
  - d. Providing financial support
  - e. Providing services to improve internal operations of the humanitarian system (e.g., leadership training)
  - f. Raising regional or global awareness of humanitarian initiatives and/or issues of interest related the humanitarian community
6. Has your organization tried to measure and/or quantify benefits from your partnership with humanitarian organizations?
  - a. Yes
  - b. No
7. Please describe your most strategic partnership(s) (up to three).
8. For your most strategic partnership(s), if applicable, please describe the following:
  - a. How (i.e., through what means and metrics) did you measure return on investment?
  - b. What was the total return on investment to date (if any) your organization has received (please use US dollars and indicate length of partnership)?

### Assessing and measuring partnership value

1. For each of the following categories of potential value realized from collaborating with a humanitarian organization around emergency preparedness and response, please indicate importance to your company, overall value realized by your company, and difficulty in measuring value that you have identified as important to quantify.

Drop-down selections for A-O

#### Importance

- Very Important
- Important
- Moderately important
- Slightly Important
- Not Important

#### Value realized

- High value
- Considerable value
- Moderate value
- Little value
- No value

#### Difficulty in measuring value

- Very difficult
- Difficult
- Somewhat difficult
- Easy
- Very easy
- N/A

- a. Accessing, understanding and/or testing new markets
- b. Developing and testing new products and/or product innovations
- c. Enhancing your company's reputation, legitimacy and brand
- d. Making maximum use of the business's core competencies (e.g., utilizing excess capacity, building experience in a certain area)
- e. Protecting and ensuring the wellbeing of employees and their families during emergencies
- f. Ensuring staff engagement, talent utilization and retention

- g. Protecting the consumer base and preventing market interruption
  - h. Protecting supply networks and infrastructure
  - i. Contributing to market stability and growth
  - j. Developing and testing internal processes and emergency procedures
  - k. Building relationships with governments, civil society, other businesses and other UN organizations
  - l. Accessing regulatory incentives, including tax concessions as a result of charitable donations
  - m. Influencing government and/or regulator decisions and/or actions
  - n. Achieving corporate social responsibility (CSR) goals (e.g., meeting professional responsibilities, acting in an "ethical" manner)
  - o. Other (please specify)
2. Please describe up to three significant benefits (qualitative or quantitative) your company receives as a result of engagement in humanitarian action (e.g., positive feedback from employees or clients about company activities, reduced turnover rate, etc.).
3. Overall, how important is it to your organization to measure the value (e.g., ROI) of partnerships with humanitarian organizations ?
- a. Very Important
  - b. Important
  - c. Moderately Important
  - d. Slightly Important
  - e. Not Important
4. Overall, please characterize the results achieved by your own organization through your partnership(s) with humanitarian organizations
- a. Considerable measurable value
  - b. Considerable, but difficult to measure, value
  - c. Modest measurable value
  - d. Modest, but difficult to measure, value
  - e. Little or no value
5. Of the total expected combined value you expected to realize, what percentage of value did you actually realize from all of your partnerships with humanitarian organizations ?
6. Please estimate, to the best of your ability, (in US dollars) the total amount of combined value you expected to realize from all of your partnerships with humanitarian organizations over the past three years.
7. When your organization determines whether to enter into a humanitarian partnership, how important of a factor is expected value or return on investment?
- a. Very Important
  - b. Important
  - c. Moderately Important
  - d. Slightly Important
  - e. Not Important
8. Does your organization deprioritize (i.e., de-fund or de-staff) or terminate partnerships that do not deliver on certain categories of value?
- a. Yes
  - b. No
9. If so, please elaborate on the process through which partnerships are deprioritized or terminated.

10. Losses or failure to deliver results in which of the following categories of value would most likely lead you to deprioritize or terminate a partnership with a humanitarian organization? *(Select as many as apply)*
- a. Accessing, understanding and/or testing new markets
  - b. Developing and testing new products and/or product innovations
  - c. Enhancing your company's reputation, legitimacy and brand
  - d. Making maximum use of the business's core competencies
  - e. Protecting and ensuring the wellbeing of employees and their families during emergencies
  - f. Ensuring staff engagement, talent utilization and retention
  - g. Protecting the consumer base and preventing market interruption
  - h. Protecting supply networks and infrastructure
  - i. Contributing to market stability and growth
  - j. Developing and testing internal processes and emergency procedures
  - k. Building relationships with governments, civil society, other businesses and other UN organisations
  - l. Accessing regulatory incentives, including tax concessions as a result of charitable donations
  - m. Influencing government and/or regulator decisions and/or actions
  - n. Achieving corporate social responsibility (CSR) goals
- Other (please specify)

# End notes

- <sup>1</sup> Guidelines on a Principle-based Approach to the Cooperation between the United Nations and the Business Sector (2015) [www.un.org/ar/business/pdf/Guidelines\\_on\\_UN\\_Business\\_Cooperation.pdf](http://www.un.org/ar/business/pdf/Guidelines_on_UN_Business_Cooperation.pdf)
- <sup>2</sup> General Assembly resolutions A/RES/56/76; A/RES/58/129; A/RES/60/215 and A/RES/62/211.
- <sup>3</sup> General Assembly Resolution A/RES/46/182
- <sup>4</sup> Refer to Annex A for a literature review
- <sup>5</sup> Guiding Principles for Public-Private Collaboration for Humanitarian Action <https://interagencystandingcommittee.org/other/documents-public/world-economic-forum-wef-ocha-guiding-principles-public-private-collaboration>
- <sup>6</sup> Companies may find out more about the policies and principles regarding commercial opportunities with the United Nations, and register as potential suppliers via the UN Global Market place at [www.ungm.org](http://www.ungm.org)
- <sup>7</sup> Such as; The Sphere Project's Humanitarian Charter and Minimum Standards in Disaster Response; Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief; Global Hand Principles; The UN and Business; UN Global Compact; WHO Guidelines for Drug Donations
- <sup>8</sup> See for example, Principles on Public Private Cooperation in Humanitarian Payments, the Humanitarian Connectivity Charter, and the Crisis Connectivity Charter in Support of Humanitarian Operations
- <sup>9</sup> Alison Smith, "Fortune 500 companies spend more than \$15bn on corporate responsibility" The Financial Times, 12 October 2014
- <sup>10</sup> Refer to Annex B for a summary of the methodology adopted
- <sup>11</sup> Interview with Daniel Baker, Global Lead, Program Innovation, Accenture Development Partnerships, 7 April 2016
- <sup>12</sup> Interview with Raj Kumar, President and Editor-In-Chief, Devex, 27 May 2016
- <sup>13</sup> Note: the rationale "Learning information to inform long term strategic planning" was not included in the Project Survey, but surfaced in interviews as a key rationale.
- <sup>14</sup> The Ebola Private Sector Mobilization Group's contribution during the Ebola crisis is a good example.
- <sup>15</sup> Lothar Reith, Humanitarian Assistance and Corporate Social Responsibility (2009). Chapter 16 Humanitarian Assistance and Corporate Social Responsibility (Global Public Policy Institute, 2009), 310.
- <sup>16</sup> Mary B. Anderson, Do No Harm: How Aid Can Support Peace—or War, Lynne Rienner Publishers, 1999
- <sup>17</sup> See GA Resolution 46/182
- <sup>18</sup> Wade Hoxtell, Maximilian Norz and Kristina Teicke, Business Engagement in Humanitarian Response and Disaster Risk Management (Global Public Policy Institute, 2015), 24.
- <sup>19</sup> Number of respondents: 19
- <sup>20</sup> The discrepancy between percentages and number of respondents is accounted for by the different number of respondents to each survey question.
- <sup>21</sup> Number of Respondents: 17
- <sup>22</sup> Andrea Binder & Jan Martin Witte, Business engagement in humanitarian relief: key trends and policy implications (Humanitarian Policy Group, 2007); Wade Hoxtell, Maximilian Norz and Kristina Teicke, Business Engagement in Humanitarian Response and Disaster Risk Management (Global Public Policy Institute, 2015), 23; Per Norlund and Thomas Eksrom, Fewer, Bigger, Better and Simpler: Potential lessons for Public Private Cooperation and Partnerships in MSB's international engagements (FOI, 2014), 35; Lothar Reith, Humanitarian Assistance and Corporate Social Responsibility (2009). Chapter 16 Humanitarian Assistance and Corporate Social Responsibility (Global Public Policy Institute, 2009), 304.



- <sup>23</sup> Jim Drummond and Nicholas Crawford, Humanitarian crises, emergency preparedness and response: the role of business and the private sector: Kenya case study (Humanitarian Policy Group, 2014), 18.
- <sup>24</sup> Interview with Paul Musser, Senior Vice President, Humanitarian, Development and Donors, MasterCard, 16 December, 2016
- <sup>25</sup> Interview with Paul Musser, Senior Vice President, Humanitarian, Development and Donors, MasterCard, 16 December 2016
- <sup>26</sup> Steven A. Zyck and Justin Armstrong, 'Humanitarian crises, emergency preparedness and response: the role of business and the private sector: Jordan case study' (Humanitarian Policy Group, 2014), 11.
- <sup>27</sup> Interview with Paul Musser, Senior Vice President, Humanitarian, Development and Donors, MasterCard, 16 December 2016
- <sup>28</sup> Jim Drummond and Nicholas Crawford, Humanitarian crises, emergency preparedness and response: the role of business and the private sector: Kenya case study (Humanitarian Policy Group, 2014), 13.; Interview with Allan M. Waititu, Director – Special Projects, Equity Bank, November 14, 2016
- <sup>29</sup> Interview with Allan M. Waititu, Director – Special Projects, Equity Bank, November 14, 2016
- <sup>30</sup> Jim Drummond and Nicholas Crawford, Humanitarian crises, emergency preparedness and response: the role of business and the private sector: Kenya case study (Humanitarian Policy Group, 2014), 13.
- <sup>31</sup> Interview with Allan M. Waititu, Director – Special Projects, Equity Bank, November 14, 2016
- <sup>32</sup> Randolph Kent and Joanne Burke, Commercial and Humanitarian Engagement in Crisis Contexts: Current Trends, Future Drivers (Humanitarian Futures Programme, King's College London, 2011); Andrea Binder & Jan Martin Witte, Business engagement in humanitarian relief: key trends and policy implications (Humanitarian Policy Group, 2007); Wade Hoxtell, Maximilian Norz and Kristina Teicke, Business Engagement in Humanitarian Response and Disaster Risk Management (Global Public Policy Institute, 2015), 23.
- <sup>33</sup> Per Norlund and Thomas Eksrom, Fewer, Bigger, Better and Simpler: Potential lessons for Public Private Cooperation and Partnerships in MSB's international engagements (FOI, 2014), 35.
- <sup>34</sup> Interview with Asma Dakhouché, Account General Manager United Nations, World Bank and IMF, Jérôme Million, EMEA UN Account Manager, Hien Dao, Account Executive, Global Accounts and International Organizations, Hewlett Packard Enterprise, 13 April 2016
- <sup>35</sup> Interview with Jim Rushworth, Head of Corporate Citizenship at LafargeHolcim, 7 Oct 2015
- <sup>36</sup> Wade Hoxtell, Maximilian Norz and Kristina Teicke, Business Engagement in Humanitarian Response and Disaster Risk Management (Global Public Policy Institute, 2015), 28-29.
- <sup>37</sup> Jim Drummond and Nicholas Crawford, Humanitarian crises, emergency preparedness and response: the role of business and the private sector: Kenya case study (Humanitarian Policy Group, 2014), 11.
- <sup>38</sup> See [www.africanriskcapacity.org](http://www.africanriskcapacity.org)
- <sup>39</sup> Interview with Ivo Menzinger, Managing Director Global Partnerships, Swiss Re, 10 May 2016
- <sup>40</sup> Interview with Ivo Menzinger, Managing Director Global Partnerships, Swiss Re, 10 May 2016
- <sup>41</sup> Interview with Bridget Carle, Assistant Vice President, Swiss Re Global Partnerships, 18 April 2016
- <sup>42</sup> Sarah Bailey, 'Humanitarian crises, emergency preparedness and response: the role of business and the private sector: A strategy and options analysis of Haiti' (Humanitarian Policy Group, 2014), 10.
- <sup>43</sup> Interview with Asma Dakhouché, Account General Manager United Nations, World Bank and IMF, Jérôme Million, EMEA UN Account Manager, Hien Dao, Account Executive, Global Accounts and International Organizations, Hewlett Packard Enterprise, 13 April 2016.

- <sup>44</sup> UN Supplier code of conduct (United Nations, 2013) [www.un.org/Depts/ptd/about-us/un-supplier-code-conduct](http://www.un.org/Depts/ptd/about-us/un-supplier-code-conduct)
- <sup>45</sup> UN Procurement Practitioners Handbook (United Nations, 2006) [www.ungm.org/Areas/Public/pph/channels/PPH.pdf](http://www.ungm.org/Areas/Public/pph/channels/PPH.pdf)
- <sup>46</sup> Code of ethics for procurement (ICRC, 2016) [www.icrc.org/en/download/file/29872/code-ethics-procurement.pdf](http://www.icrc.org/en/download/file/29872/code-ethics-procurement.pdf), Federation General Terms and Conditions on Purchasing (IFRC) [www.ifrc.org/en/what-we-do/logistics/procurement/suppliers/](http://www.ifrc.org/en/what-we-do/logistics/procurement/suppliers/), Information for suppliers (OXFAM) [www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies/information-for-suppliers](http://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies/information-for-suppliers)
- <sup>47</sup> Andrea Binder & Jan Martin Witte, Business engagement in humanitarian relief: key trends and policy implications (Humanitarian Policy Group, 2007); Gilles Carbonnier, 'Corporate responsibility and humanitarian action: What relations between the business and humanitarian worlds', IRRC 83 (2001) 844, 953; Wade Hoxtell, Maximilian Norz and Kristina Teicke, Business Engagement in Humanitarian Response and Disaster Risk Management (Global Public Policy Institute, 2015), 23; Kelly Johnson, 'Profits and Principles: Business Engagement in Humanitarian Assistance' in Raising the Bar, 229; Per Norlund and Thomas Eksrom, Fewer, Bigger, Better and Simpler: Potential lessons for Public Private Cooperation and Partnerships in MSB's international engagements (FOI, 2014), 35; Lothar Reith, Humanitarian Assistance and Corporate Social Responsibility (2009). Chapter 16 Humanitarian Assistance and Corporate Social Responsibility (Global Public Policy Institute, 2009), 302.
- <sup>48</sup> Binder & Witte, 2007, 13; Gilles Carbonnier, 'Corporate responsibility and humanitarian action: What relations between the business and humanitarian worlds', IRRC 83 (2001) 844, 953.
- <sup>49</sup> Liliana Andanova and Gilles Carbonnier, 'Business-Humanitarian Partnerships: Processes of Normative Legitimation', Globalizations (2014), 362
- <sup>50</sup> Interview with Ann-Marie Sevcsik, Program Director for Health and Emergencies, UBS Optimus Foundation, 6 December 2016
- <sup>51</sup> Interview with Per Heggenes, CEO IKEA Foundation, 9 May 2016
- <sup>52</sup> Interview with Per Heggenes, CEO IKEA Foundation, 9 May 2016
- <sup>53</sup> Interview conducted with Kyla REID - Head of Digital Identity & Head of Disaster Response / GSMA, 13 May 2016
- <sup>54</sup> Interview with Thibaut Constant, Program Officer, Veolia, 2 November 2015
- <sup>55</sup> Andrea Binder & Jan Martin Witte, Business engagement in humanitarian relief: key trends and policy implications (Humanitarian Policy Group, 2007); Wade Hoxtell, Maximilian Norz and Kristina Teicke, Business Engagement in Humanitarian Response and Disaster Risk Management (Global Public Policy Institute, 2015), 23; Kelly Johnson, 'Profits and Principles: Business Engagement in Humanitarian Assistance' in Raising the Bar, 229; Lothar Reith, Humanitarian Assistance and Corporate Social Responsibility (2009). Chapter 16 Humanitarian Assistance and Corporate Social Responsibility (Global Public Policy Institute, 2009), 302-305; Binder & Witte 2007:14
- <sup>56</sup> Interview with Anne Laroche, Corporate Responsibility Team, AXA Group, 3 November 2015
- <sup>57</sup> Interview with Ron Popper, Head of Corporate Responsibility, ABB, 9 October 2015
- <sup>58</sup> Interview with Frank Clary, Senior Manager Corporate Social Responsibility, Agility, 17 June 2016
- <sup>59</sup> Interview with Anne Laroche, Corporate Responsibility Team, AXA Group, 3 November 2015
- <sup>60</sup> Interview with Elaine Weidman-Grunewald, Senior Vice President and Chief Sustainability Officer, Ericsson, 4 May 2016
- <sup>61</sup> Interview with Ilan Vuddamalay, Programme Manager, C&A Foundation, 15 April 2015
- <sup>62</sup> Interview with Raj Kumar, President and Editor-In-Chief, Devex, 27 May 2016

- <sup>64</sup> Interview with Asma Dakhouche, Account General Manager United Nations, World Bank and IMF, Jérôme Million, EMEA UN Account Manager, Hien Dao, Account Executive, Global Accounts and International Organizations, Hewlett Packard Enterprise, 13 April 2016
- <sup>65</sup> Interview with Per Heggenes, CEO IKEA Foundation, 9 May 2016
- <sup>66</sup> Interview with Jim Rushworth, Head of Corporate Citizenship at LafargeHolcim, 7 Oct 2015
- <sup>67</sup> Interview with Maryam Ghofraniha, Head of Global Partnerships, LinkedIn For Good, 28 November 2016
- <sup>68</sup> Interview with Paul Musser, Senior Vice President, Humanitarian, Development and Donors, MasterCard, 16 December 2016
- <sup>69</sup> Interview with Leopold Wyss, Head Sponsoring & Donations, Novartis, 19 October 2015
- <sup>70</sup> Interview with Butch Meily, President, Philippine Disaster Resilience Foundation, 13 April 2016
- <sup>71</sup> Interview with Charlotte Finn, Vice President, Programs EMEA, Salesforce.org, 16 December 2016
- <sup>72</sup> Interview with Jonathan Gill, Global Advocay & Partnerships Manager, Chief Sustainability Office, Unilever, 12 January 2017
- <sup>73</sup> Interview with Joe Ruiz, Director, UPS Humanitarian Relief Program and Hans-Peter Teufers, Director International Humanitarian Supply Chain at UPS Foundation, 23 November 2016
- <sup>74</sup> Interview with Thierry Vandeveld, Ph.D, Executive Director, Fondation Veolia, 21 April 2016; Interview with Thibaut Constant, Program Officer, Veolia, 2 November 2015
- <sup>75</sup> Interview with Linda Freiner, Group Head of Corporate Responsibility, Zurich Insurance, 15 March 2016
- <sup>76</sup> Interview with Paul Musser, Senior Vice President, Humanitarian, Development and Donors, MasterCard, 16 December 2016
- <sup>77</sup> Interview with Thibaut Constant, Program Officer, Veolia, 2 November 2015
- <sup>78</sup> Interview with Thierry Vandeveld, Ph.D, Executive Director, Fondation Veolia, 21 April 2016
- <sup>79</sup> Interview with Kathrin Mohr, Head of GoHelp Program/Corporate Communications and Responsibility, Deutsche Post DHL, 21 October 2015
- <sup>80</sup> Kelly Johnson, 'Profits and Principles: Business Engagement in Humanitarian Assistance' in *Raising the Bar*, 229.
- <sup>81</sup> Interview with Simon Clow, Group Head of Stakeholder Engagement, AXA Group, 3 November 2015
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- <sup>83</sup> Interview with Jane Meseck, Director, Global Programs for Microsoft Philanthropies, 28 April 2016
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- <sup>92</sup> Interview with Frank Clary, Senior Manager Corporate Social Responsibility, Agility, 17 June 2016
- <sup>93</sup> Interview with Butch Meily, President, Philippine Disaster Resilience Foundation, 13 April 2016
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- <sup>97</sup> Andrea Binder & Jan Martin Witte, Business engagement in humanitarian relief: key trends and policy implications (Humanitarian Policy Group, 2007); Wade Hoxtell, Maximilian Norz and Kristina Teicke, Business Engagement in Humanitarian Response and Disaster Risk Management (Global Public Policy Institute, 2015), 23.
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